Draft 5

ANNUAL REPORT

Hessequa Municipality

2008/09

LIST OF ABBREVIATIONS (To be finalised with final draft)

AG	Auditor-General
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
EE	Employment Equity
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal finance officers
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MAYCOM	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of Mayoral Committee
MSA	Municipal Systems Act No. 32 of 2000
MTECH	Medium Term Expenditure Committee
NGO	Non governmental organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Organisation
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework

TABLE OF CONTENTS
(Page nrs to be finalised with final draft)

LIST OF TABLES (To be completed with final draft)

CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW

1.1 EXECUTIVE MAYOR'S FOREWORD

To be included in final draft, municipality to provide

Should include the following according to NT guide:

- A strategic analysis on how the key priority areas within the municipality and its entities are addressed from a *political perspective*.
- Broad overview of the outcomes achieved.
- Broad overview of achieved outcome impacts.
- Corrective actions taken to ensure that strategic objectives as stipulated in the IDP for that specific fiscal year were achieved.
- Methods used / implemented to improve public participation and accountability.
- Statement of corrective actions whereby service delivery can be improved.

1.2   MUNICIPAL MANAGER'S FOREWORD

To be included in final draft, municipality to provide

Should include the following according to NT guide:

- Powers and functions of the municipality in relation to Section 155/156 of the Constitution and Chapter 3 of the MSA. – Also state the entity responsible for delivering of services (water, electricity, health, housing if province and other sector departments are involved)

- Entities related to the municipality and the sharing of power and functions between the municipality / municipal entity/ies. Specific information on the relationship between a municipality's IDP, monitoring and reporting processes VS that of the municipal entity should be provided.

- Sector departments and the sharing of functions between the municipality / municipal entity and sector departments. A comparison of information related to the municipality / municipal entity and sector department IDPs, monitoring and reporting processes should be provided.

- A statement on the previous financial year's audit opinion. The Auditor General's opinion is the most important part of the auditor's report provided to the municipality / municipal entity. The audit opinion results from an independent and extensive verification process of the annual financial statements and supporting documents.

- A short statement on the current financial health of the organisation based on new budget formats as required by Treasury Regulation No 31804. This statement should be included as a conclusive summative statement that provides and objective view of the financial health of a municipality / municipal entity. To support this statement, municipalities / municipal entities may include a credit rating.

- Information related to revenue trend by source so as to indicate room for increased borrowing. It is noted that not all municipalities / municipal entities are able to access private capital markets. However, those that can have not shown much initiative. Report should be provided on additional sources of revenue explored as alternative sources of income.

- The internal management changes in relation to Section 57 managers that occurred during the reporting period. New key appointments should be highlighted as well as the period of vacancy for each key position. The motivation for the inclusion of this information is to report on continuity and credibility in administrative decision-making.

- Risk assessment, including the development and successful implementation and/or problems faced to ensure limited impact of risks.

1.3   INTRODUCTION

This report addresses the performance of the Hessequ Municipality in the Western Cape in respect of its core legislative obligations.   Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality. The Hessequa Municipality committed itself to the vision of:

"A cooperative community where everyone reaps the fruit of a growing economy through sustainable development and utilization of our human potential and our natural resources"

The 2008/09 Annual Report reflects on the performance of the Hessequa Municipality for the period 1 July 2008 to 30 June 2009. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

1.4   DEMOGRAPHIC INFORMATION

Hessequa is the gently curving edge of the continent just east of the southern-most tip of Africa. The municipality nestles at the foot of the Langeberg Mountains with boundaries stretching along the Southern Cape coast from the Breede River to Gouritsmond. A region rich in natural beauty with rolling hills of pristine limestone and mountain fynbos, dune thicket and Renosterveld and to the north surrounded with rugged mountains and indigenous forests. Pristine beaches stretch the entire length of her coastline. Ecological assets include four estuaries, a world heritage forest site, several nature reserves which guard a number of rare and endangered floral species and even a very special little frog. Hessequa Municipality is situated in the Southern on the Garden Route, about 320 km's from Cape Town on the N2 and is situated in the Eden District Municipality between Heidelberg and Mossel Bay. At present, the Municipal area of Hessequa includes the surrounding towns of Riversdal, Heidelberg, Albertinia, Gouritsmond, Witsand, Slangrivier and Stilbaai. The main Municipal activities take place in Riversdal. A brief description of the wards into which the municipality is divided can be summarized as follows:

WARD 1:
Ward one is the south eastern corner of the Hessequa Municipality and covers an area of 710 km2. It is bordered by the Gourits River in the East, the N2 National Road in the North, the Goukou River in the West and the coastal line in the South. It includes the Bitouville, Gouritsmond, Melkhoutfontein, Stilbaai East, Part of Stilbaai West and rural farming areas.

WARD 2

Ward 2 includes the town Albertinia that is a developing town, situated on the N2 between Riversdale on the west and Mossel Bay on the eastern side. The town had its origin with the Aloe and Thatch that is indigenous to this area. The town is 105 years old now and there is a railway station that is nearly as old as the town. It also includes Theronsville, Rainbow Village and rural farming areas.

WARD 3

Ward 3 is one of the Wards of Hessequa Municipality which includes a vast rural area. It includes the areas of Vermaaklikheid, Jongensfontein, part of Stilbaai West and rural farming areas as far west as Heidelberg.

WARD 4

Ward 4 is based in the Heidelberg area and it consists of residential areas such as Witsand, Joe-Slovo, Slangrivier and surrounding farms. Each of these areas has a unique history that contributes to the development of the Hessequa Municipal area.

WARD 5

It is situated between Riversdale and Slangrivier on the N2. It includes the town Heidelberg and rural farming areas

WARD 6

Ward 6 includes rural areas and part of the town Riversdale.

WARD 7

Ward 7 is the biggest ward geographically in the Hessequa Municipality. It consists of a modern town area in which the headquarters of the municipality lies, as well as a huge rural area. Important connecting Roads run through Ward 7. The N2 and the road between Riversdale and Ladysmith, the gravel 71 road between Van Wyksdorp and Herbertsdale and partly gravel and partly black top road between Albertinia and Herbertsdale.

WARD 8

This is the smallest ward in Hessequa. It consists of 6 residential areas -: Aloeridge, Môrestond, Panorama, Beverley Hills, Melrose Place en Kwanokuthula. The ward is rich in Aloe and other unique indigenous plants.

Below is a map of the Western Cape that indicates the location of the Municipality in the Eden District area:

Hessequa Municipality

POPULATION

According to Statistics South Africa (STATSA), the total population of Hessequa Municipality in 2001 was estimated at 44 112. Although STATSA presents us with the only official measure, it is acknowledged that there may have been changes in population demographics which may not be evident due to the absence of a more recent census. The figure and table below indicate the demographic information of the municipal area, which was derived from the 2007 Community Survey questionnaire and that is used for municipal planning purposes:

Demographic & Gender Population Breakup

	Male	Female
White	11.83%	14.00%
Indian or Asian	0.01%	0.09%
Coloured	35.33%	36.10%
Black	1.39%	1.25%
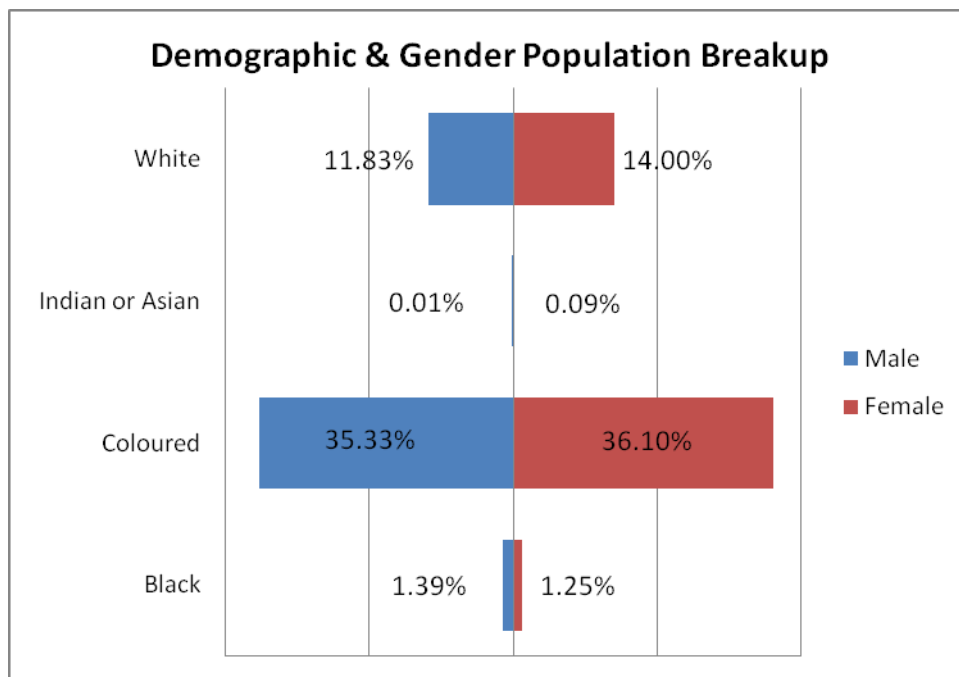
The Demographic information of the municipality is as follows:

Number of Households	Total Population	African	Coloured	Indian	White
19 987	44 112	1 165	31 509	44	11 394

Table 1: Demographic information of the municipal area

1.5   SOCIO ECONOMIC-INFORMATION

The socio-economic information for the municipal area is as follows:

Housing backlog (2008)	Unemployment rate (%)	Proportion of house-holds with no income (%)	Skills prop. of pop. – low skilled *employ.* (%)	HIV/AIDS prevalence 2005 (%)	People older than 14 years illiterate (%)	Urban/ rural household split (%)

Table 2: Socio-economic information for the municipal area

The diagram to the below shows the projected ward growth that brings the total population of Hessequa for 2006 to a total of +/- 50 000. This is very close to the projected total of 48 916 as stated in the Socio-Economic Profile released by the Provincial Treasury Department of the Western Cape in 2006(SEPLG2006)

Projected Ward Growth 2001-2006 - Source: Census 2001 & Eden Survey 2006

	1	2	3	4	5	6	7	8
2001 Population	55	64	47	55	59	57	55	45
2007 Popuation	71	68	63	57	66	58	63	47
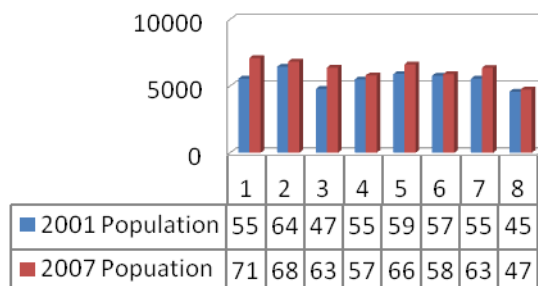
The age breakdown of the Hessequa Population is very interesting as it shows a decline in youth as they leave the area due to a lack of skills development. The trend further shows a return to the area to earn a living in the 35-44 year age group, but once again leaving the area for better economic opportunities elsewhere and finally retiring again in Hessequa as it is seen as a very safe haven for retirement.
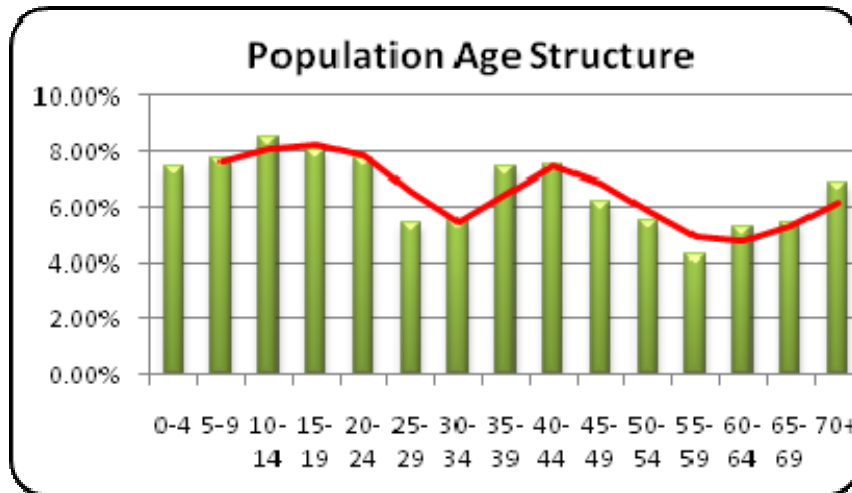
The Hessequa Municipality consists of numerous towns, as mentioned above, but also include a vast rural area to the size of +/- 5400km^2. The following diagram shows the balance between the rural and urban population.
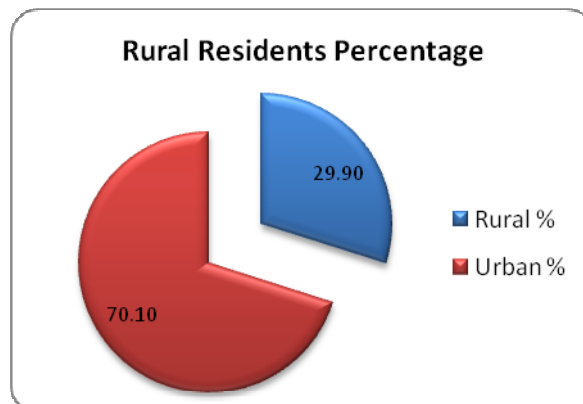
EDUCATION

According to the study that was done by the Eden District Municipality the findings of the socio-economic survey was disturbing as it is shown how many of our residents did not finish their secondary educations, not to speak of people who do not go on to empower themselves further by studying at tertiary institutions. The greatest cause of this is poverty. It is clear to see from these statistics that it is the people who are challenged by poor backgrounds, who normally do not continue to develop themselves due to the need of some form of income. The following graph indicates the educational levels in the municipal area:

Education Levels in Hessequa

- No school
- Gr 0
- Gr 1 – 7
- Gr 8-11
- Gr 12

13.51%　6.00%　1.01%　31.39%　19.80%　28.30%
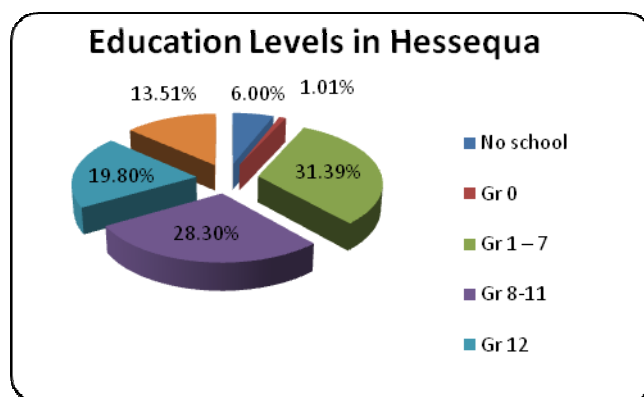
1.6 MUNICIPAL CHALLENGES

The following challenges and actions were identified by the municipality:

CHALLENGES	ACTIONS TO ADDRESS
Employment and job creation	
Shortage of in-house technical staff to manage projects and monitor quality control	Appointment of more technical staff to manage projects instead of using consulting engineers
Un-skilled workforce and sub-contractors require constant supervision	Funding for the development and training of un-skilled labour and contactors
Appointment technical staff – Lower grade municipality compete with salary structures of bigger municipalities	Development of competitive salary structures to attract and retain technical staff
Environment (natural resources)	
Within the Riversdale coastal plain, only 16% of natural veld is remaining, 28% are under the plough, 55% disturbed veld, 1% Forestry plantations	Formation of conservancies, Hessequa's integrated fire management plan and its wildlife damage management programme aimed at introducing non-lethal predator control measures should also find a receptive audience with the conservancies.
22.2% of land classes are endangered or critically endangered	• Mainstreaming biodiversity in land use planning and decision-making • Improving interactions with biodiversity conservation programmes • Strengthening institutional capacity and Linking biodiversity protection and economic upliftment cooperation
Infrastructure and backlogs	
Funding for infrastructure backlogs	Funding model from National for the Comprehensive Infrastructure Plan
Development of additional water sources and the recycle of used water	

CHALLENGES	ACTIONS TO ADDRESS
Recycle of household refuse	
Transportation	
Availability of regular public transport service	Development of a Mobility Strategy for Hessequa
Inter modal competition (bus vs. minibus)	Public Transport Inspectorate to regulate public transport services
Housing	
Geography of Hessequa municipal area	Application for approval of smaller projects
Availability of suitable land	Environmental scanning of proposed sites for housing development
Transfer of state-owned land	Consultations with provincial leadership and officials
Provincial DORA allocation	Consultations with provincial leadership and officials
Safety and security	
Disaster Management Plans (sectoral plans)	Develop and implement Disaster management sectoral plans
Law enforcement	Establish a law enforcement department
Social and community development	
Absence of a overarching consultative forum with regards to social development matters	Establishing of a social development forum
No Provincial funding for social development programs, e.g. Multi Purpose Centre Program	Consultations with provincial leadership and officials
Information systems	
ICT infrastructure development and expansion	Expand wireless network and extend computers to remote offices staff
Improve customer relationship management	Develop customer care department
Lack of formal communications department	Develop communication strategy and supportive department
Lack of long term strategic planning for ICT	Develop high level, long term strategic documents to plan infrastructure development

Table 3: Municipal challenges and actions to address

1.7   POLITICAL GOVERNANCE STRUCTURE

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion.

Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

1.7.1 Council

The Council of the Hessequa Municipality comprises of 15 elected Councillors, made up from 8 Ward Councillors and 7 Proportional Representation (PR) Councillors. The portfolio committees are made up of councilors drawn from all political parties. The party and gender representation in the Council is represented the table below:

(Photos to be inserted with final draft)

Name of councillor	Capacity	Political Party	Ward representing or proportional	Sec 79 committee
Clr CP Taute	Executive Mayor	ANC	Ward 8	
Clr L Scott	Deputy Mayor	ANC	Proportional Representative	▪ Administration and Human Resources ▪ Finance and Audit Committee
Clr NR Stride	Executive councillor	ANC	Proportional Representative	▪ Economic and Social Development and Protection Services ▪ Planning Services
Clr F Hartnick	Executive councilor	ANC	Ward 6	▪ Water, Sanitation, Cleansing Services and Electricity ▪ Streets, Stormwater, Parks and Resorts
Clr AK Daries	Speaker	ANC	Proportional Representative	▪ Administration and Human Resources ▪ Water, Sanitation, Cleansing Services and Electricity
Clr CJ Swanepoel	Ordinary councillor	Independent	Ward 1	▪ Administration and Human Resources ▪ Water, Sanitation, Cleansing Services and Electricity ▪ Streets, Stormwater, Parks and Resorts ▪ Economic and Social Development and Protection Services ▪ Finance and Audit Committee Planning Services
Clr L Manho	Ordinary councillor	ANC	Ward 2	▪ Finance and Audit Committee ▪ Planning Services

Name of councillor	Capacity	Political Party	Ward representing or proportional	Sec 79 committee
Clr J Bouwer	Ordinary councillor	DA	Ward 3	▪ Administration and Human Resources ▪ Finance and Audit Committee
Clr N Esau	Ordinary councillor	ANC	Ward 4	▪ Streets, Stormwater, Parks and Resorts ▪ Economic and Social Development and Protection Services
Clr A Hartnick	Ordinary councillor	ANC	Ward 5	▪ Streets, Stormwater, Parks and Resorts ▪ Economic and Social Development and Protection Services
Clr MJ Streicher	Ordinary councillor	DA	Ward 7	▪ Water, Sanitation, Cleansing Services and Electricity ▪ Streets, Stormwater, Parks and Resorts
Clr L February	Ordinary councillor	ANC	Proportional Representative	▪ Finance and Audit Committee ▪ Planning Services
Clr L Pieterse	Ordinary councillor	ANC	Proportional Representative	▪ Administration and Human Resources ▪ Water, Sanitation, Cleansing Services and Electricity
Clr E Nel	Ordinary councillor	DA	Proportional Representative	▪ Planning Services
Clr S Uys	Ordinary councillor	DA	Proportional Representative	▪ Economic and Social Development and Protection Services

Table 4: Composition of the Council

1.7.2 Executive Mayoral Committee

The Executive Mayor of the Hessequa Municipality, Councillor Taute, assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in her to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee. The name and portfolio of each Member of the Mayoral Committee is listed in the table below.

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr Taute	Executive Mayor	22 July 2008	All
Clr Scott	Deputy Mayor	12 August 2008 (Special EMC)	
Clr Stride	Executive councilor	19 August	
Clr F Hartnick	Executive councilor	3 September 2008 (Special EMC)	
		30September 2008	
		23 October 2008 (Special EMC)	
		28 October 2008	
		7 November 2008 (Special EMC)	
		18 November 2008	
		25 November 2008 (Special EMC)	
		9 December 2008 (Special EMC)	
		17 February 2009	
		24 March 2009	
		30 March 2009 (Special EMC)	
		9 April 2009 (Special EMC)	
		16 April 2009 (Special EMC)	
		28 April 2009	
		19 May 2009	
		22 May 2009 (Special EMC)	
		27 May 2009 (Special EMC)	
		23 June 2009	

Table 5: Composition of Mayoral Committee

1.7.3 Sec 79 Portfolio Committees

The portfolio committees' primary responsibility is to exercise oversight over the executive arm of the municipality's governance structure. Section 79 portfolio committees monitor the delivery and outputs of the executive and may request departments to account for the outputs of their functions. Executive Councillors account for executive decisions and operations performed in general policy framework agreed to by Council and although the portfolio committees play an oversight role, they do not have any decision-making powers. These committees are responsible for submitting reports to Council as the Legislature. The portfolio committees for the 2006/11 Mayoral Term and their Chairpersons are as follow:

Administration and Human Resources

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr L Scott	Chairperson	8 July 2008	
Clr AK Daries	Sub-Committee Chairperson	12 August 2008	
Clr L Pieterse	Councilor	9 September 2008	▪ Directorate and Sub-directorate Monthly Report
Clr J Bouwer	Councilor	14 Oktober 2008	
		11 November 2008	
		10 February 2009	
Clr CJ Swanepoel	Councilor	10 March 2009	
		12 May 2009	
		9 June 2009	

Table 6: Composition of Administration and Human Resources Portfolio Committee

Water, Sanitation, Cleansing Services and Electricity

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr F Hartnick	Chairperson	8 July 2008	▪ Directorate and Sub-directorate Monthly Reports
Clr L Pieterse	Councilor	12 August 2008	▪ Electricity Monthly Reports
Clr AK Daries	Councilor	9 September 2008	▪ Monthly Project Management Reports
Clr CJ Swanepoel	Councilor	14 Oktober 2008	▪ Monthly Infrastructure and Project Management Reports
Clr M Streicher	Councilor	11 November 2008	
		10 February 2009	
		10 March 2009	
		12 May 2009	
		9 June 2009	

Table 7: Composition of Water, Sanitation, Cleansing Services and Electricity Portfolio Committee

Streets, Stormwater, Parks and Resorts

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr F Hartnick	Chairperson	8 July 2008	▪ Directorate and Sub-directorate Monthly Reports
Clr A Hartnick	Councilor	12 August 2008	▪ Electricity Monthly Reports
Clr D Esau	Councilor	9 September 2008	▪ Monthly Project Management Reports
Clr CJ Swanepoel	Councilor	14 Oktober 2008	▪ Monthly Infrastructure
		11 November 2008	

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr M Streicher	Councilor	10 February 2009 10 March 2009 12 May 2009 9 June 2009	and Project Management Reports

Table 8: Composition of Streets, Stormwater, Parks and Resorts Portfolio Committee

Economic and Social Development and Protection Services

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr N Stride	Chairperson	12 August 2008 9 September 2008 14 Oktober 2008 11 November 2008 10 February 2009 10 March 2009 12 May 2009 9 June 2009	▪ Directorate and Sub-directorate Monthly Reports
Clr N Esau	Councilor		
Clr A Hartnick	Councilor		
Clr S Uys	Councilor		
Clr CJ Swanepoel	Councilor		

Table 9: Composition of Economic and Social Development and Protection Services Portfolio Committee

Finance Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr L Scott	Chairperson	8 July 2008 12 August 2008 9 September 2008 14 Oktober 2008 11 November 2008 10 February 2009 10 March 2009 12 May 2009 9 June 2009	▪ Financial Monthly Reports ▪ Performance Management Quarterly Reports ▪ Annually Salary Negotiations Report
Clr CJ Swanepoel	Councilor		
Clr L February	Councilor		
Clr L Manho	Councilor		
Clr H Bouwer	Councilor		

Table 10: Composition of Finance Portfolio Committee

Planning Services

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Clr N Stride	Chairperson	8 July 2008	
Clr CJ Swanepoel	Councilor	12 August 2008	
Clr L February	Councilor	9 September 2008	▪ Directorate and Sub-directorate Monthly Reports
Clr L Manho	Councilor	14 Oktober 2008	
Clr E Nel	Councilor	11 November 2008	
		10 February 2009	
		10 March 2009	
		12 May 2009	
		9 June 2009	

Table 11: Composition of Planning Services Portfolio Committee

1.8   Administrative Governance Structure

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team, whose structure is outlined in the table below.

(Photos to be inserted with final draft)

Name of Official	Department	Performance agreement signed (Yes/No)
Mr J Jacobs	Municipal Manager	Yes
Mr IC Adams	Administration	Yes
Mr B Ellman	Information Technology and Communication	Yes
Mr PGJ Mans	Electricity	Yes
Mr CJ Onrust	Economic and Social Development and Housing	Yes
Mr E Steyn	Water, Sewer and Sanitation	Yes
Mr PP Stroebel	Safety and Security	Yes
Mrs AM Vermeulen	Legal Services	Yes

Name of Official	Department	Performance agreement signed (Yes/No)
Mrs HJ Viljoen	Financial Services	Yes
Mr HS Visser	Planning	Yes
Mr R Wesso	Streets, Stormwater, Park and Resorts	Yes
Mr O Wilson	Human Resources	Yes

Table 12: Management Team

1.9   Public Accountability

1.9.1 Ward Committees

The ward committees support the Ward Councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the municipality constantly strives to ensure that all ward committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation; and performance feedback to communities.

Ward 1: Bitouville, Gouritsmond, Melkhoutfontein, Stilbaai East, Part of Stilbaai West and Rural Farming Areas

Name of representative	Capacity/ entity representing	Meeting dates
Clr CJ Swanepoel	Ward Councilor	
Clr AK Daries	Councilor (PR)	
Clr L Scott	Councilor (PR)	
Mrs B Kannameyer		14 July 2008
Mr F van Wyk		17 November 2008
Mr L Kleinhans		23 February 2009
Mr H Lerm		23 March 2009
Ms P Daneel		25 May 2009
Ms J Kotze		29 June 2009
Mr R Kasselman		

Table 13: Composition of Ward Committee for Ward 1

Ward 2: Albertinia, Theronsville, Rainbow Village and Rural Farming Areas

Name of representative	Capacity/ entity representing	Meeting dates
Clr L Manho	Ward Councilor	17 July 2008
Clr M Streicher	Councilor (PR)	October 2008
Ms E Saayman		19 February 2009
Mr JJ Roelofse		19 March 2009
Ms MJ Losper		

Table 14: Composition of Ward Committee for Ward 2

Ward 3: Vermaaklikheid, Jongensfontein, part of Stilbaai West and Rural Farming Areas

Name of representative	Capacity/ entity representing	Meeting dates
Clr H Bouwer	Ward Councilor	
Clr L Pieterse	Councilor (PR)	
Ms M van Coller		10 July 2008
Ms H Dockel		18 September 2008
Mr F Muller		23 October 2008
Ms A Philander		20 November 2008
Mr J Stanbridge		19 March 2009
Mr WP Jacobs		June 2009

Table 15: Composition of Ward Committee for Ward 3

Ward 4: Witsand, Joe-Slovo, Slangrivier and surrounding farms.

Name of representative	Capacity/ entity representing	Meeting dates
Clr N Esau	Ward Councilor	25 November 2008
Clr S Uys	Ward Councilor (PR)	
Clr L February	Ward Councilor (PR)	
Mr MC de Beer		
Mr J February		
Mr GL Hartman		

Table 16: Composition of Ward Committee for Ward 4:

Ward 5: Heidelberg and Rural Farming Areas

Name of representative	Capacity/ entity representing	Meeting dates
Clr A Hartnick	Ward Councilor	17 July 2008
Clr S Uys	Councilor (PR)	20 November 2008
Mr R Jacobs		19 March 2009
Mr J Blom		June 2009
Mr J du Plessis		
Mr L Adams		
Ms L Lotz		

Table 17: Composition of Ward Committee for Ward 5

Ward 6: Rural Farming Areas and part of the town Riversdale

Name of representative	Capacity/ entity representing	Meeting dates
Clr F Hartnick	Ward Councilor	23 October 2008
Clr E Nel	Councilor (PR)	19 February 2009
Mr D September		March 2009
Me D Weber		June 2009

Table 18: Composition of Ward Committee for Ward 6

Ward 7: Part of the town Riversdal and Rural Farming Areas

Name of representative	Capacity/ entity representing	Meeting dates
Clr MJ Streicher	Ward Councilor	25 September 2009
Clr N Stride	Councilor (PR)	20 November 2009
Mr H Stroebel		19 February 2009
Mr A Daniels		19 March 2009
Mr J Victor		20 May 2009
Me C McDonald		18 June 2009
Me E Buis		

Name of representative	Capacity/ entity representing	Meeting dates
Mr PH van den Bergh		
Me A Schoeman		

Table 19: Composition of Ward Committee for Ward 7

Ward 8: Riversdale Residential Areas (Aloeridge, Môrestond, Panorama, Beverley Hills, Melrose Place en Kwanokuthula)

Name of representative	Capacity/ entity representing	Meeting dates
Clr CP Taute	Ward Councilor	17 July 2008
Clr E Nel	Councilor (PR)	October 2008
Mr SD Ndengane		March 2009
Mr KJ Saayman		June 2009
Me E Scholtz		
Mr C Merkeur		
Me I Makisi		

Table 20: Composition of Ward Committee for Ward 8

1.9.2   Representative Forums

Name: Local Labour Forum

Name of representative	Capacity/ entity representing	Terms of reference of committee	Meeting dates
			5 December 2008
			9 February 2009

Table 21: Composition of the Local Labour Forum

Name: Training Committee

Name of representative	Capacity/ entity representing	Terms of reference of committee	Meeting dates

Name of representative	Capacity/ entity representing	Terms of reference of committee	Meeting dates

Table 22: Composition of the Training Committee

1.9.3 Imbizo's

Area in which Imbizo were held: ?????

Date of Imbizo: ?????

Main issued raised by community	Issue addressed (Yes/No)	Feedback provided (Yes/No)

Table 23: Details of Imbizo held on ?????

1.9.4 Audit Committee

The members of the committee are from both the public, private sector and the academia and are listed below:

Name of Member	Qualifications	Meeting dates
Prof JA Döckel	B.Sc (Agric) Ph.D Economics	Quarterly during August, November, February and May. Dates for meetings are decided on in the previous meeting.
Dr AL van Wyk	M.B., Ch.B	Special meetings take place for review of the annual budget (during April) and for the Annual Financial Statements with the external auditors (during September).
Ms C Conradie	HOD H4	
Mr T Februarie	HOD H4	
Mr J Lupini	Matric	

Table 24: Audit Committee Members

CHAPTER 2: PERFORMANCE HIGHLIGHTS

CHAPTER 2: PERFORMANCE HIGHLIGHTS

The Municipal Systems Act 32 of 2000, the Local Government: Municipal Planning and the Performance Management Regulations 2001, require municipalities to adopt a performance management system. Once the IDP and budget have been prepared and approved, the Municipality prepared their Service Delivery and Budget Implementation Plan (SDBIP) in accordance with the MFMA and MFMA Circular 13. The SDBIP indicates quarterly performance targets, financial performance targets and assigns responsibility to execute the respective performance targets. The Municipality assessed its performance on a quarterly basis and reported progress on performance against targets set to Council and ultimately presents the annual performance in this annual report.

This chapter speaks to the performance highlights in terms of the Municipality's IDP, performance on basic service delivery and backlogs addressed, the MIG projects as well as the spending priorities for the following year. It addresses the communication and public participation processes of the Municipality to give a holistic view of how the Municipality communicates performance to its stakeholders.

2.1   Performance in terms of the National Key Performance Indicators

The performance of the municipality against the National KPA's can be summarised as follows:

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT 2007/08	MUNICIPAL ACHIEVEMENT 2008/09
Basic Service Delivery (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	100%	100%
(b) The percentage of households earning less than R 1100 per month with access to free basic services	100%	100%
Municipal Institutional development and transformation (a) The number of people from **employment equity** target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	100%	HR
(b) The percentage of a municipality's **budget actually spent** on implementing its	100%	0.28%

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT 2007/08	MUNICIPAL ACHIEVEMENT 2008/09
workplace skills plan		
Local economic development The number of **jobs created** through municipality's local, economic development initiatives including capital projects	100%	375
Municipal financial viability and management **Financial viability** as expressed by the following ratios: • Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	20	12.67
• Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	0.24%	0.47%
• Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure	86	CFO
Good governance and public participation The percentage of a municipality's **capital budget** actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	1.65	100%

Table 25: Performance against the National Key Performance Indicators

2.2   Development priority areas

2.2.1 General priority areas

Development Priorities	Challenges
Human settlements	• DORA Allocation • Suitable land • Transfer of state-owned land • Geography
A framework within which communities can use resources efficiently, create efficient infrastructures, protect and enhance their quality of life, and create new businesses to strengthen their economies	• Accelerating delivery of housing as a strategy for poverty alleviation and ensuring property can be accessed by all as an asset for wealth creation and empowerment • Leveraging growth in the economy, combating

	crime, promoting social cohesion and improving the quality of life for the poor • Supporting the function of the entire residential property market to reduce duality within the sector • Utilising housing as an instrument for the development of sustainable human settlements in support of spatial restructuring
Maintenance & upgrading of roads / stormwater infrastructure	Backlogs and human capacity
Maintenance & upgrading of car parks & sidewalks	Funding
Maintenance & upgrading of swimming pools	Risk of not having fulltime lifesaving services
Maintenance & upgrading of community facilities / buildings	Limited funding & human capacity
Maintenance & upgrading of parks, cemeteries, sport grounds	Limited funding and human capacity
Maintenance, upgrading of resorts / camp sites	Limited funding / income and uniform systems
Improved inter-governmental co-ordination and co-operation	Enhance critical role of municipal forums and MTEC engagements
Internal and external communication	Develop communications strategy to enhance communication
Develop a performance management culture	Rolling out the PMS to all levels of staff
Human resource development	Obtaining funding from Local Government Seta to empower and develop staff capacity
Job creation and local economic development	Human capacity, funding and community buy-in
Maintenance and upgrading of water and sewerage infrastructure	Human capacity and funding
Maintenance and upgrading of dumping sites	Funding
Development of additional water sources	Funding
Recycle of used water	Funding and public perception
Desalination of sea water	Funding and Environmental Affairs
Spatial Fragmentation	Well-structured, efficient and sustainable towns
Unmanaged urbanisation	Adequate land and services for urbanising communities
Low density settlements	Higher density settlements

Uncoordinated spatial development	Environmentally sustainable and spatially coordinated sectoral practises
Depletion of natural resources and valuable agricultural land	Managed use of natural resources and agricultural land

Table 26: Development priority areas

2.2.2 BASIC SERVICES DELIVERY

2.2.2.1   Provision of Free Basic Services

The Free Basic Services with regards to electricity, water, sanitation and refuse removal provided by the municipality during the 2008/09 financial year are summarized in the following tables:

Electricity:

Indigent Households			Non-indigent households			Households in Eskom areas		
Nr of house-holds	Unit per house-hold (kwh)	Value R	Nr of house-holds	Unit per house-hold (kwh)	Value R	Nr of house-holds	Unit per house-hold (kwh)	Value R
2 163	50	1 490 749	3 979	20	409 460	359 310	50 20	114

Table 27: Free basic electricity

Water:

Indigent Households			Non-indigent households		
Number of households	Unit per household (kl)	Value R	Number of house-holds	Unit per house-hold	Value R
2 163	6	1 972 129	8 751	6	1 900 818

Table 28: Free basic water

Sanitation:

Indigent Households			Non-indigent households		
Number of households	Unit per household per month	Value R	Number of households	Unit per household per month	Value R
2 163	77.3	2 006 398	0	0	0

Table 29: Free basic sanitation

Refuse removal:

Indigent Households			Non-indigent households		
Number of households	Unit per household per month	Value R	Number of households	Unit per household per month	Value R
2 163	60.12	1 560 474	0	0	0

Table 30: Free basic refuse removal

2.2.2.2   Access to basic municipal services

The following table indicates the number of households that gained access for the first time to the different types of basic services during the 2008/09 financial year:

Type of service	2006/07	2007/08	2008/09
Housing	281	0	0
Water	281	0	0
Sanitation	281	0	0
Refuse removal	281	0	0
Electricity	281	0	0

Table 31: Access to basic services – 2007/08

2.2.2.3   Summary of backlogs that must still be addressed

The following table indicates the backlogs that must still be addressed:

Area	Total nr of households affected	Timeframe to be addressed	Cost to address R'000
Housing	4 090	10 Years	339 470
Water (on site)	Ward 1: 644 Ward 2: 749 Ward 4: 573 Ward 5: 942 Ward 6: 530	5 Years	3 864 4 494 3 438 5 652 3 180
Sanitation	Ward 1: 644	5 Years	6 440

Area	Total nr of households affected	Timeframe to be addressed	Cost to address R'000
	Ward 2: 749		7 490
	Ward 4: 573		5 730
	Ward 5: 942		9 420
	Ward 6: 530		1 800
Refuse removal (at least once a week at site)	0	0	0
Electricity (in house)	0	0	0
Streets and storm water	1 375	5 years	15 000

Table 32: Service delivery backlogs

2.2.2.4 Capital budget spent on municipal services

The percentage (%) of the approved budget spent of each municipal service respectively for the 2006/07, 2007/08 and 2008/09 financial years respectively are as follows:

Financial Year	Housing (%)	Water (%)	Sanitation (%)	Refuse Removal (%)	Electricity (%)	Streets & Storm Water (%)	Com-munity facilities (%)	Other (%)
2006/2007	Provincial funding	4.00	28.88	0.00	10.20	32.79	4.10	20.00
2007/2008	Provincial funding	21.8	23.9	0	0.7	37.5	1.8	14.3
2008/2009	Provincial funding	**13.1**	**17.6**	**0**	**8.3**	**47.11**	**4.9**	**8.8**

Table 33: CAPEX

2.2.2.5 Spending on capital budget

Financial year	% of Capital budget spent	Reasons for under spending
2006/ 2007	69.90	Lack of technical skills, poor planning
2007/ 2008	88.66	Projects not finalized due to outstanding Record of Decisions issued by DEADP Lack of proper GIS system
2008/ 2009	83.5	Breedezicht development-expenditure less than budgeted; Stilbaai 66/11KV installation project delayed due to external factors; Various projects procured under budget; Valuation roll transferred to operating budget-non capital item

Table 34: Capital budget spending

2.2.2.6   Housing

There are currently approximately 4090 housing units on the waiting list, including any informal settlement areas. A total amount of R16 157 011 was spent to build houses and/or service sites for housing during the financial year under review. A summary of houses built, includes:

Fin year	Allocation R'000	Amount spent R'000	% spent	Number of houses built	Number of sites serviced
2006/ 2007	11 724	11 724	100	281	281
2007/ 2008	10 610	10 610	100	0	233: Sewerage 95: Water 112: Streets
2008/ 2009	**10 263**	**16 157**	**157**	**160**	**749**

Table 35: Housing

During the 2008/9 financial year the municipality received 311 building plans with a value of R123 953 000. 86 Town planning applications were received of which 54 were approved and approved for the same period.

Land use applications		Building Control	
Towns	Nr of land use applications received	Description	Buildings Plans
Riversdale	13	New residential dwellings	62
Heidelberg	1	Residential extensions	209
Stilbaai	15	New Business buildings	3
Albertinia	8	Business extensions	12
Slangrivier	0	Rural applications	25
Melkhoutfontein	1	Plans declined	n/a
Jongensfontein	1		
Gouritsmond	2		
Witsand	4		
Rural applications	34		

Total nr	86	Total nr	311
		Total value	R 123 953 000

Table 36: Building control and land use applications

2.2.2.7 Municipal infrastructure and other grants

The Municipality had R4 923 million for infrastructure and other capital projects available that was received in the form of grants from National and Provincial Government during the 2008/9 financial year. The performance in spending these grants can be summarized as follows:

Municipal Infrastructure Grant (MIG)

Financial year	Project	Ward nr/ Area	Available funding R'000	Amount spent R'000	% spent
2006/2007	N/A	N/A	2 806	0	0%
2007/2008	N/A	N/A	6 775	5 284	78%
2008/ 2009	N/A	N/A	4 923	3 511	71%

Table 37: MIG

Other Grants for Capital projects

Financial year	Name of grant and department	Project	Ward nr/ Area	Available funding R'000	Amount spent R'000	% spent
2007/08	N/A	N/A	N/A	1 167	1 167	100
2008/09	N/A	N/A	N/A	3 205	3 205	100

Table 38: Other capital grants

2.2.2.8 Summary of capital projects (Projects funded by own funds)

Description of the project	Ward nr/ Area	Available funding 2008/09 R'000	Amount spent R'000	% spent	Project completed Yes/No
Reseal of Streets in Hessequa	1-8	5 328	5 328	100	Yes
Paving in Albertinia	2	980	980	100	Yes

36

Description of the project	Ward nr/ Area	Available funding 2008/09 R'000	Amount spent R'000	% spent	Project completed Yes/No
Paving in Heidelberg	4	1 162	1 162	100	Yes
Paving in Slangrivier	3	1 368	1 368	100	Yes
Paving in Riversdale	7	980	980	100	Yes
Installation of Playground Equipment	1-8	1 329	1 329	100	Yes
Installation of Solar Water Heating	1, 3, 6	400	400	100	Yes
Kerbing in Hessequa	1-8	400	400	100	Yes
Upgrading of Sidewalks	2-8	800	800	100	Yes
Upgrading of De Mist	7	300	300	100	Yes
Construction of Chalet in Preekstoel	1	400	400	100	Yes
Upgrading of Municipal Buildings	1-8	800	800	100	Yes
Fencing Oxidation Ponds	2	40 000	40 000	100	Yes
Sewage Works Phase 2: Breedezicht	4	1 100 000	1 100 000	100	Yes
Drainage System: Caravan Park	1	50 000	50 000	100	Yes
Reserve Dosage pump for Sewerage	2	30 000	30 000	100	Yes
Sludge Pump	5	15 000	15 000	100	Yes

Description of the project	Ward nr/ Area	Available funding 2008/09 R'000	Amount spent R'000	% spent	Project completed Yes/No
Upgrading of water network: Oos Dorp	5	100 000	100 000	100	Yes
Replace Valves at Strategic Points	3	50 000	50 000	100	Yes
Reserve Borehole Pump	2	45 000	45 000	100	Yes
Reserve Borehole Pump	4	25 000	25 000	100	Yes
New 2ml Reservoir	4	1 100 000	1 100 000	100	Yes
Replace of old roof: Reservoir	4	90 000	90 000	100	Yes

Table 39: Summary of capital projects

2.3   LED

2.3.1 LED Strategy and review 2009

Hessequa's vision for 2027 is to create:

"A cooperative community where everyone reaps the fruit of a growing economy through sustainable development and utilization of our human potential and our natural resources."

The Hessequa vision points to the layering of objectives according to a triple bottom line focusing on people, the economy and the environment.
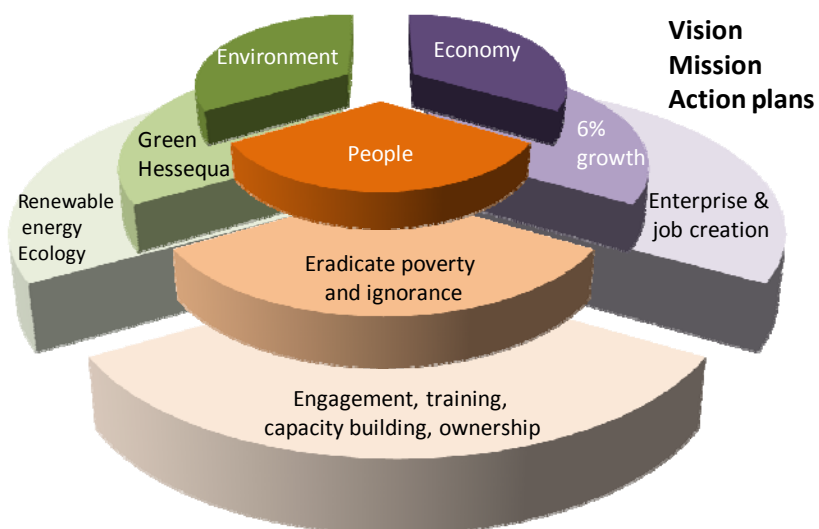
The mission in these three areas is:

People: Eradicate poverty and ignorance
Economy: Achieve ASGISA objectives
Environment: Introduce a Green Hessequa plan

At the implementation plan level, the intentions are to:

People: Enhanced engagement, focused training and capacity building and increasing HDI ownership
Economy: Enterprise creation and job creation
Environment: Introduce renewable energy and preserve the overall ecology and heritage of Hessequa

The LED implementation plan recognizes the need for the integration of objectives to be able to pay due respect to all three aspects of the bottom line. In particular attention is paid to:

People: Focus on empowerment, ownership and creating opportunities for the previously disenfranchised through extensive dialogue with a range of stakeholders and proposing a fully fledged BBBEE strategy for Hessequa.

Economy: Investigating what is real, viable and built on the strengths and opportunities of Hessequa, resulting in the identification of implementable projects for sustainable short and long term economic growth

Environment: Recognizing the status and vulnerability of the environment and how consideration of the environment opens up a range of opportunities for the economy and quality of life. In response, a Green Hessequa strategy was developed.

2.3.2 LED projects

Performance highlights with regard to the various LED projects are indicated in the table below:

Name of project	Description	Total investment R'000	Amount spent to date R'000	Highlights 2008/09
Establishment of local economic development forums	Establishment of the Hessequa Business Chamber	120 000	120 000	• Hessequa Business Chamber Established
Local Economic Development Capacity Building	Training of people in business development			• 120 People trained in business development

Table 40: LED projects

2.4   PERFORMANCE HIGHLIGHTS PER MUNICIPAL DIVISION

High-level performance highlights with regard to the various divisions in the municipality are indicated in the table below:

Directorate/ Functional area	Division	Highlights 2008/09
Municipal Manager	Municipal Manager	•
	Internal Audit	•
Administration	Committee Services	• The use of technology like notebooks, emails and sms system has improved the communication between the administration and the Council. It has also resulted in completed minutes (ready for distribution) by the time the meeting ends. • An increase of staff in the records department has greatly increased the pace at which correspondence is distributed.
Information Technology and Communication	All	• Expansion of wireless network, the latest technologies and computer equipment to camps and new offices • Develop internal printing capacity to save costs • Enhanced systems to ensure network and system stability • Developed ICT Policy to guide staff in appropriate use of ICT • Facilitate ICT training with DBSA for staff • Procured SMS system to enhance communication in near future
Electricity	All	• Maintenance of Electricity Infrastructure. • Upgrading of Networks
Economic and Social Development and Housing	LED	• Establishment of Hessequa Business Chamber • Training of SMME's in business development
	Housing	• Finalization of Housing project in Gouritsmond – 60 units • Completion of services for 749 new sites for the Albertinia housing project • Handing over of 100 housing units at Albertinia housing project • Implementation of Housing Consumer Education Program
	Social Development	• Finalization of Social Development Strategy and Implementation Plan
Water, Sewer and Sanitation	Water	• New Reservoir at Witsand. • Maintenance of water infrastructure • Upgrading of low pressure waterline in Riversdale • New water treatment works for Albertinia • New Reservoir at Stilbaai East • Upgrading of water infrastructure at Dennedal Garcia
	Sewerage and Sanitation	• Upgrading of oxidation ponds at Witsand • Relocation of treatment works at Heidelberg • Maintenance of sewage infrastructure • New rising main and pump station at Stilbaai • Sewage treatment works for Dennedal: Garcia

Directorate/ Functional area	Division	Highlights 2008/09
Safety and Security	All	• Establish of a Disaster Management Department
Legal Services	All	• Consolidated Hessequa By-laws published
Financial Services	All	• Unqualified Audit Report • Implementation of a GRAP compliant asset register
Planning	All	• ROD received for GAP housing project in Riversdale • Green Flag accreditation received for Stilbaai Hiking Trials
Streets, Stormwater, Park and Resorts	Streets and stormwater	• 99% Spending on Capital Budget • Completion of Riversdale Streets Masterplan • Construction of various Labour Intensive Projects • Construction of Flood Damage Projects with value of R10 million from external funding • Maintenance of Streets & Stormwater Infrastructure
	Parks and resorts	• Construction of Chalet in Preekstoel • 100% Spending on all Parks & related projects • Upgrading of all Resorts are done annually as per approved budget allocations
Human Resources	All	• A more concentrated focus on labour relations has lead to an increase in disciplinary hearings which have resolved various labour problems and enhanced overall discipline.

Table 41: High-level performance highlights per municipal division

Additional performance statistics

Description	Number 2007/08	Number 2008/09
Traffic services		
Complaints attended by Traffic Officers	806	1 407
Special Functions – Escorts	439	569
Motor Vehicle Licenses	9 728	11 266
Drivers Licenses	2 511	9 209
Traffic Offences –fines issues	27 300	134
Fire Services		
Operational call outs	56	65
Libraries & Museums		

Description	Number 2007/08	Number 2008/09
Total number of exhibitions held	56	276
Internet availability at libraries	0	1
New library service points – Wheelie Wagons	0	2

Table 42: Additional performance statistics

Detailed information on the performance per KPI per functional area is discussed in Chapter 4.

CHAPTER 3: ORGANISATIONAL DEVELOPMENT

CHAPTER 3: ORGANISATIONAL DEVELOPMENT

The Hessequa Municipality currently employs 444 officials, who individually and collectively contribute to the achievement of Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

3.1   INTRODUCING THE MUNICIPAL WORKFORCE

3.1.1 Approved and vacant posts on post levels

The Management team is supported by staff employed by the municipality to deliver on municipal services and political priorities. The approved structure for the Administration has 489 posts. The actual positions filled are indicated in the tables below

PER POST LEVEL		
Post level	**Filled**	**Vacant**
MM & MSA section 57	10	3
Middle management	34	7
Admin Officers	119	10
General Workers	281	25
Total	**444**	**45**
PER FUNCTIONAL LEVEL		
Functional area	**Filled**	**Vacant**
Municipal Manager	5	1
Administration	19	2
Information Technology and Communication	2	0
Electricity	32	4
Economic and Social	36	4

Development and Housing		
Water, Sewer and Sanitation	103	11
Safety and Security	22	3
Legal Services	1	0
Financial Services	46	3
Planning	12	2
Streets, Stormwater, Park and Resorts	164	14
Human Resources	2	1
Total	**444**	**45**

Table 43: Filled and vacant post

3.1.2 Details on posts filled

	Posts filled								
Occupational categories	**Male**				**Female**				**Total**
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	
Legislators, senior officials and managers	0	10	0	8	0	3	0	2	23
Professionals	1	9	0	13	0	8	0	3	34
Technicians and associate professionals	0	14	0	12	0	0	0	0	26
Clerks	0	37	0	11	0	46	0	38	132
Plant and machine operators and assemblers	4	38	0	2	0	1	0	0	45
Elementary occupations	24	186	0	5	4	49	0	2	270
Total permanent	**29**	**294**	**0**	**51**	**4**	**107**	**0**	**45**	**530**
Non- permanent									
Grand total									
Occupational Levels	**Male**				**Female**				**Total**
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	
Senior management									

Professionally qualified and experienced specialists and mid-management				45					
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents									
Semi-skilled and discretionary decision making									
Unskilled and defined decision making									
Total permanent									
Non- permanent									
Grand total									

Key function (Department)	Male				Female				Total
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	
Municipal Manager									
Administration									
Information Technology and Communication									
Electricity									
Economic and Social Development and Housing									
Water, Sewer and Sanitation									
Safety and Security	6	108		5	2	24		3	**148**
Legal Services									
Financial Services									
Planning									

Streets, Stormwater, Park and Resorts								
Human Resources								
Total permanent								
Non- permanent								
Grand total								

Table 44: Details on posts filled

3.1.3 Employment equity

The Employment Equity Act dictates that all workplaces promote equity in terms of gender, race and disability. The municipality has an approved Employment Equity Plan that is implemented when all vacant posts are filled. During the 2008/09 financial year, the Municipality appointed 57 employees in various departments. All of these appointments were based on both the service delivery needs and the Employment Equity Plan. The biggest challenge for the municipality remains scares skills. The Employment Equity Report for 2008/2009 was approved by the Local Labour Forum on 4 August 2009 though the report was submitted to the Department of Labour on 17 September 2009.

The transformation statistics were as follows at 30 June 2009:

Description	African	Coloured	Indian	White	Male	Female	Disability
Target June'09							
Actual June'09							

Table 45: Employment equity statistics

The demographic information of the municipality compared to the workforce is as follows:

Description	Total	African	Coloured	Indian	White
Population numbers	44 112	1 165	31 509	44	11 394
% Population	100	2.64	71.43	0.01	25.83
Number for positions filled	29	10	15	0	4
% for Positions filled	0,06	0.85	0.04	0	0,03

3.2   Capacitating the municipal workforce

3.2.1 Staff training

The Work Place Skills Plan (WPSP) for the 2008/09 financial year and the Implementation Report for the 2008/09 finacial year was submitted to the LGSETA on 29 June 2009 The amount spent on training was R183 702; which is 0,28% of the salary spend of R65 325 115 as at 30 June 2009.   The training programmes that were completed by the municipal staff is summarised in the following table.

Name of training programme	Short description/ Provided by	Number of officials							
		Gender		Race					
		Fe-male	Male	AF	AM	CF	CM	WF	WM
Archives	National archives	2	0	0	0	2	0	0	0
Dissiplinery hearings	Chemmels	3	9	0	0	0	5	3	4
Electrical	Intec	0	2	0	0	0	2	0	0
Examine of vehicle	Gene Louw traffic college	0	2	0	0	0	2	0	0
Project management	Stellenbosch University	1	0	0	0	0	0	1	0
Chairman course	Chemmels	4	6	0	0	0	5	2	3
Water	Water acadamic	6	9	0	0	6	9	0	0
SHE representative	Arms	5	15	0	0	5	12	0	3
OHS Act	Arms	8	12	0	0	8	7	0	5
Total		**29**	**55**	**0**	**0**	**21**	**42**	**6**	**15**

Table 47: Staff training

3.2.2 Councillor training

The training programmes that were completed by councillors of the municipality is summarised in the following table:

Name of training	Short description	Number of councillors

		Gender		Race					
		Fe-male	Male	AF	AM	CF	CM	WF	WM
MFMA Act	Legistlative training	6	7	1	0	3	5	2	2
System Act	Legistlative training	4	6	1	0	2	3	1	3
Property rates Act	Legistlative training	5	4	1	0	3	3	1	1
Total		**15**	**17**	**3**	**0**	**8**	**11**	**4**	**6**

Table 48: Councillor training

3.3 Managing the municipal workforce

3.3.1 Injuries and sick leave

Department	Total nr of Injuries for the year	Total number of days sick leave taken during the year
Municipal Manager	0	19.5
Administration	0	82.5
Information Technology and Communication	0	3
Electricity	4	147
Economic and Social Development and Housing	2	246.5
Water, Sewer and Sanitation	15	684.5
Safety and Security	0	78
Legal Services	0	1
Financial Services	1	227
Planning	0	65.5
Streets, Stormwater, Park and Resorts	16	905
Human Resources	0	29

Table 49: Injuries and sick leave

3.3.2 HR policies and plans

In order to deliver an effective human resource management function to its workforce, the municipality has developed the following strategies and policies:

Approved policies	
Name of policy	**Date approved/ Revised**
Employment equity plan	4 March 2008
HIV/AIDS	1 May 2002
Recruitment and selection	6 September 2007
Skills development plan	10 March 2003
Subsistence abuse	2 May 2007
Bursary Policy	29 March 2007

Table 50: HR policies and plans

3.4 Managing the municipal workforce expenditure

3.4.1 Personnel expenditure compared to total operating expenditure

Financial year	Total Expenditure salary and allowances (R'000)	Total Operating Expenditure (R'000)	Percentage (%)
2006/07	40 719	121 607	33,48
2007/08	48 274	128 945	37,44
2008/09	51 120	166 321	30,74

Table 51: Staff expenditure

CHAPTER 4: FUNCTIONAL SERVICE DELIVERY REPORTING

4.1 INTRODUCTION

This chapter deals with how services were delivered during the 2008/9 financial year and indicates the performance against the KPA's for the 2008/9 financial year based on the IDP processes followed as explained in Chapter 1 of this report.

The performance of the Municipality is reported against the objectives for each department as indicated in the IDP and the performance agreements of the departmental heads. The chapter also highlights the main KPA's for 2008/9.

Functional breakdown by Department

Department	Functions
Municipal Manager	Corporate strategy, Internal audit
Administration	Committee services
Information Technology and Communication	• Management of ICT needs • Develop ICT policies for Hessequa • Manage ICT service providers • Support other departments with systems improvement and future planning • Monitor and manage network traffic flow • Installation of new hardware, as well as repairs and maintenance • Monitor virus activity and pro actively scan and clean where necessary • Update and maintain municipal website • Install and maintain licensed and approved software
Electricity	Electricity Services
Economic and Social Development and Housing	LED, Housing, Social Development, Tourism and Libraries
Water, Sewer and Sanitation	Water, sewer and sanitation services
Safety and Security	Protection Services
Legal Services	• Compilation of Hessequa municipal code • Assessment of municipal policies and alignment • Legal advice • Represent municipal manager in consultation with attorneys

	• Assist with and drawing-up of contracts and agreements • Represent municipality on Legal Forum meetings
Financial Services	Financial Management
Planning	• Strategic and Integrated Development Planning • Urban Development • Acquisition of land use rights and rezoning • Subdivision and consolidation • Town Planning schemes • Urban Renewal • Development investigations and advice • Integrated land use planning • Site Planning • Environmental management • Project Facilitation
Streets, Stormwater, Park and Resorts	• The management and implementation capital projects • Maintenance of 240km's of road network • Maintenance of 78km's of stormwater pipes and open canals, 1680 stormwater manholes and structures • Maintenance of all municipal parks (public open spaces) in 9 towns • Maintenance of all cemeteries in 7 towns, • Maintenance of all municipal sport grounds, • Maintenance and upgrading of all municipal buildings in 9 towns • Management, operations and maintenance of 6 resorts. • Strategic long term planning of all related infrastructure and operations
Human Resources	HR Management

Table 52: Functional breakdown

4.2 MUNICIPAL MANAGER

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Reporting of the 2007/08 performance	Annual Report approval	All	1	1
Submission of Annual Report for approval	Drafting and submission of report within 2 months after finalization of financial statements	All	100%	100%
Ensure that all verbal complaints received by the Mayor and full-time Councillors are attended to	Addressing complaints	All	95%	95%
Arrange press meetings and -interviews in consultation with the Mayor	Interviews arranged	All	95%	95%
Planning	Process plan to be submitted by August	All	1	1
Revision / drafting of IDP Documents	Review and update the IDP	All	100%	100%
Communication / Public participation	Half-yearly stakeholder engagement	All	100%	100%

Communication / Public participation	Monitor the preparation of municipal newsletters	All	12	12
Research	Annual engagement with sector departments	All	1	1
Research	Monthly departmental engagements	All	12	12
Research	Participation in District IDP forums	All	12	12
Research	Review and update the IDP	All	1	1
Internal Audit	Approval and submission of risk-based audit plan	All	100%	100%
Internal Audit	Facilitation of the implementation of the approved Fraud Prevention Plan	All	100%	100%
Internal Audit	Internal auditors appointed and fully functional - executing audit plan	All	90%	100%
Internal Audit	Supporting audit committee meetings	All	100%	100%
Internal Audit	Confirmation that ad-hoc internal auditing and investigative instructions are finalised and report issued within 30 working days.	All	100%	100%
Sustainable management of IGR over a wide spectrum in order to enhance integrated development planning	100% of attendance by applicable snr manager	All	100%	100%
S57 Performance	Finalization of s57 performance contracts	All	6	6
S57 Performance	Quarterly review of s57 performance	All	100%	100%
Ensure that all resolutions taken by the Executive Mayor Committee comply with legislative requirements	Legislative compliance tested	All	95%	95%
Advise all Councillors about legislative requirements when queries are received	Addressing queries	All	95%	95%
Advise the Speaker on procedures to be followed and investigations on any alleged breach of the Code of Conduct for Councillors	Advise provided to Speaker	All	95%	95%
Liaison with Leadership team on a weekly basis	Meetings with management team per month	All	4	10
Implementation of Council resolutions	Items implemented within required timeframe	All	80%	80%
Preparation and submission of SDBIP 2008/9	Submit SDBIP within 28 days after budget approval to mayor	All	1	1

Attend strategic planning session and approval of annual municipal strategy	Strategy session	All	2	2
Attend strategic planning session and approval of annual municipal strategy	IDP approval	All	1	1
Performance Framework adherence	Oversight Committee trained	All	100%	100%
Performance Framework adherence	Performance reviews	All	4	4
Performance Framework adherence	MM performance contract approval	All	1	1
SDBIP approved and reviewed	SDBIP approval within 28 days after budget	All	1	1
SDBIP approved and reviewed	SDBIP quarterly reporting	All	4	4
SDBIP approved and reviewed	S71 reporting	All	12	12
Development and Implementation of Individual performance Processes	Appointment of service provider and monitor implementation	All	100%	100%
Quarterly Council Meetings	Council meetings held	All	4	4
Special Council Meetings	Attendance of meetings	All	80%	80%
Executive Mayoral Committee Meetings	EMC meetings held	All	10	10
Ward Committee Meetings	WCM held	All	3	12
Portfolio Committee Meetings	PCM held	All	1	1
Monitoring of Integrated Development Planning	SDBIP implementation monitoring	All	12	12
Strategic and sustainable budgeting	2009/10 Budget approval before the legislative deadline	All	1	1
Annual municipal budget and adjustment estimates	Annual budget approved and monitoring of implementation	All	100%	100%
Annual municipal budget and adjustment estimates	Submit to the mayor a statement of the municipality's budget	All	12	12
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%
Updating of collaborator tasks allocated	% within 10 days	All	95%	95%
Monitor the updating and implementation of Delegation of Powers	Updating of delegation of powers	All	100%	100%

Table 53: Performance against KPA's: Municipal manager

| KPI's met (44 of 47) | KPI's almost met (1 of 47) |
| KPI's not met (2 of 47) | KPI's not yet measured (0 of 47) |
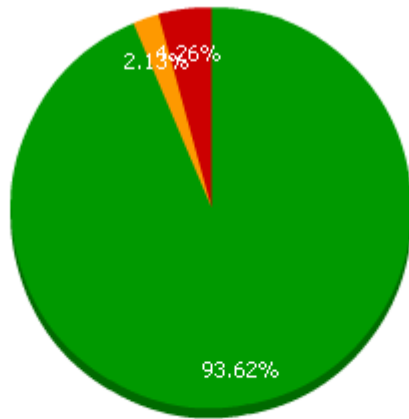
Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
• Updating of collaborator tasks allocated	All	95%
• Managing of effective performance management system	All	95%
• Implementation of Council resolutions	All	95%
• Councillor Training plan	n/a	April 2010

Table 54: Main delivery agenda 2009/10: Municipal manager

4.3   ADMINISTRATION

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Number of complaints as percentages of amenities cleaned	Nr. of complaints	All	2	2
Timely compilation and distribution of Agendas for all Committee Meetings	Within 48 hours prior to meetings	All	95%	95%
Timely compilation and distribution of Agendas for all Council Meetings	Within 48 hours prior to meetings	All	95%	95%
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%

Ensure that all Council Resolutions are being delivered to different Directorates within 5 days	Within 5 days	All	95%	100%
Percentage of typing completed within 48 hours	Within 48 hours	All	95%	100%
Updating of Collaborator Tasks allocated / distributed within 48 hours	Within 48 hours	All	95%	100%
Distribution of incoming post within 48 hours	Within 24 hours	All	95%	100%
Investigation and compilation of property portfolio	Register completed	All	100%	100%
Compilation of contract register for properties let	Register completed	All	100%	100%
Annual review of contracts and liaison with Finance	Annual review	All	100%	100%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%

Table 55: Performance against KPA's: Administration

- KPI's met (12 of 17)
- KPI's almost met (3 of 17)
- KPI's not met (2 of 17)
- KPI's not yet measured (0 of 17)
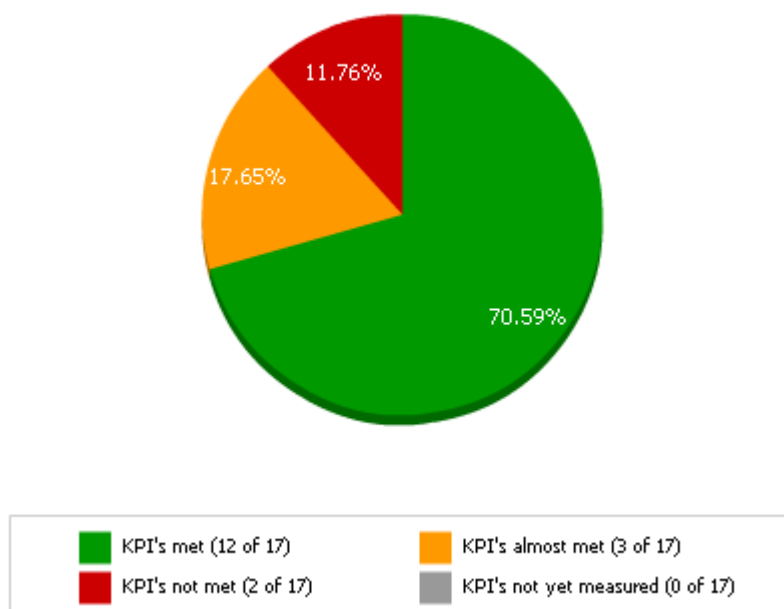
Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
• Maintenance of Contract Management	n/a	100%
• Number of functionally illiterate staff attending literacy programme	n/a	30
• Implementation of Council resolutions	n/a	80%
• Oversight report adopted by 31 March	n/a	March 2010

Table 56: Main Delivery Agenda 2009/10: Administration
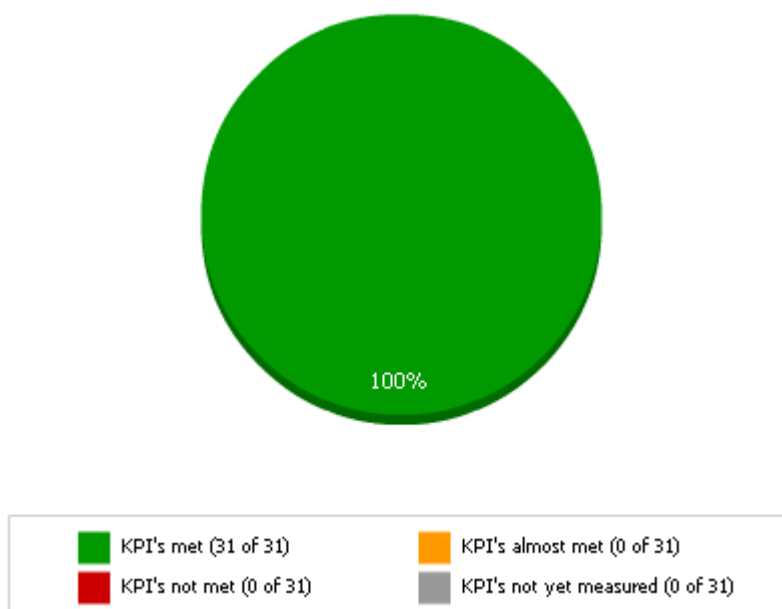
4.4 INFORMATION TECHNOLOGY AND COMMUNICATION

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Trained Youth	Quantity Assisting	All	0	7
Assistance in Developing Customer Care System	Approved Policy	All	1	1
Successful hearings	No of successful hearings	All	80%	100%
New SMS System	Acquire new sms system	All	1	1
MTech 3 Engagement	Engagement held	All	0	1
Completion and Training	Progress	All	80%	80%
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Service level agreements with departments to agree IT service levels	Drafting and approval of SLA's with all departments	All	100%	100%
Reliability of network: % downtime	% downtime	All	2%	2%
Ensure a virus free environment	Addressing viruses reported	All	100%	100%
Attend to all hardware, software and network problems (PC's & Mainframes) within agreed timeframes	Attend to all problems identified	All	100%	100%
Project management of IT service providers	Project management: IT service providers	All	100%	100%
Support Corporate services with Internet	Support provided to implement internet	All	2	80

implementing at libraries	access to libraries			
Licensing of software	Ensure that all software on municipal computers are licensed	All	90%	90%
IT Audit	Conduct IT audit	All	1	1
ICT policy	Compile and implement ICT policy	All	100%	100%
Municipal website	Update and maintain municipal website	All	100%	100%
LOGIC and Eden ICT forums	Participation in LOGIC and Eden ICT forums	All	12	12
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	1
Trainings held	Workshops	All	0	1

Table 57: Performance against KPA's: Information Technology and Communication

KPI's met (31 of 31)   KPI's almost met (0 of 31)
KPI's not met (0 of 31)   KPI's not yet measured (0 of 31)

Main Delivery Agenda for 2009/10

Key performance indicator	Ward nr/ Area	Target
• Savings on Telecommunications	All	20%
• Domain Controller and Backup Systems	All	All users covered
• Access control and municipal entrances	All	4 Offices secured
• ICT Training for staff and council	All	4 Sessions
• Development of Strategic Objective Plans	All	Approved by March 2010

Table 58: Main Delivery Agenda 2009/10: Information Technology and Communication
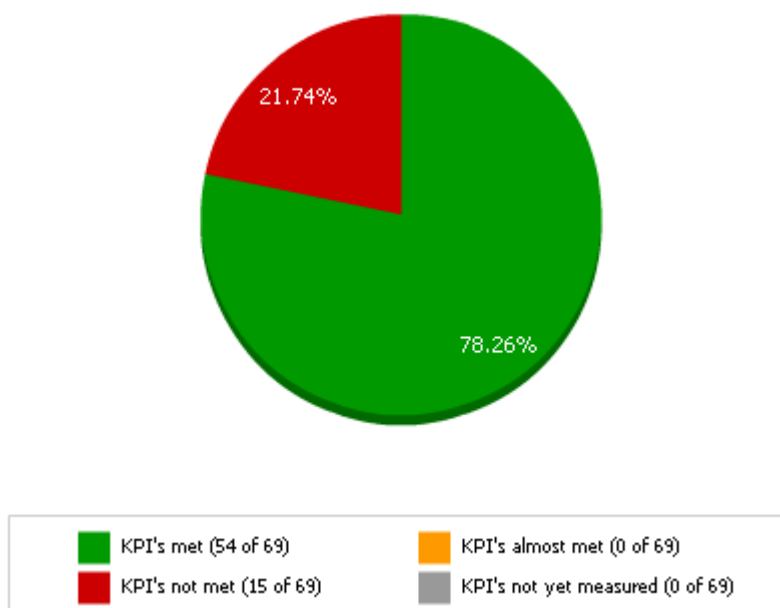
4.5   ELECTRICITY

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
All communities have access to electricity by 2012	Supply electricity to all new developments	All	100%	100%
All communities have access to electricity by 2012	Supply connections to all formal households without electricity requested.	All	100%	100%
All communities have access to electricity by 2012	Supply electricity to farm workers on request	All	100%	100%
Power interruptions restored in accordance with (NRS047)	95% of power interruptions restored within 3.5 hrs (NRS047)	All	95%	95%
Implementation of energy efficient program	Energy losses should not exceed 10%	All	10%	1%
Constituting safety meetings	Safety meetings constituted as per OHSA	All	95%	95%
Percentage of faulty meters replaced	Percentage of faulty meters replaced	All	95%	95%
Inspection of dangerous installations	Arrange 2 inspections per month	All	24	24
Serviceability of municipal infrastructure	Compilation of a maintenance plan for electrical infrastructure	All	100%	100%
Serviceability of municipal infrastructure	Attend to all planned maintenance on electricity infrastructure.	All	60%	60%
Monitoring and maintenance of fleet	Implementing fleet management system	All	80%	80%
Monitoring and maintenance of fleet	Development of maintenance program	All	60%	60%
Monitoring and maintenance of fleet	Monitor daily maintenance inspections, incl. licensing and roadworthiness	All	90%	90%
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Average lapse between incorporating a document on	% within 10 working days	All	95%	95%

collaborator date addressed should not exceed 10 working days		59		
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Compilation of asset register	Support and assist with compilation of asset register	All	100%	100%
Effective contract management	Managing of contracts to ensure timeous delivery	All	90%	90%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%

Table 59: Performance against KPA's: Electricity

- KPI's met (54 of 69)
- KPI's not met (15 of 69)
- KPI's almost met (0 of 69)
- KPI's not yet measured (0 of 69)

Main Delivery Agenda for 2009/10

Key performance indicator	Ward nr/ Area	Target
• Upgrading of 11KV substation: Riversdale	6 – 8	100
• Install 66/11KV main substation: Stilbaai	1, 3	100
• Upgrading of substations: Heidelberg	4	100
• Upgrading of substation: Church street: R/D	7	100
• Replace plessey meters: Albertinia	2	100
• High tension upgrade: Albertinia	2	100
• Replace obsolete overhead connectors: Albertinia	2	100

Key performance indicator	Ward nr/ Area	Target
• Upgrading of network: Heidelberg	4	100
• Upgrading of network: Witsand	4	100
• Upgrading of network: Stilbaai East	1	100
• Upgrading of network: Gouritsmond	1	100

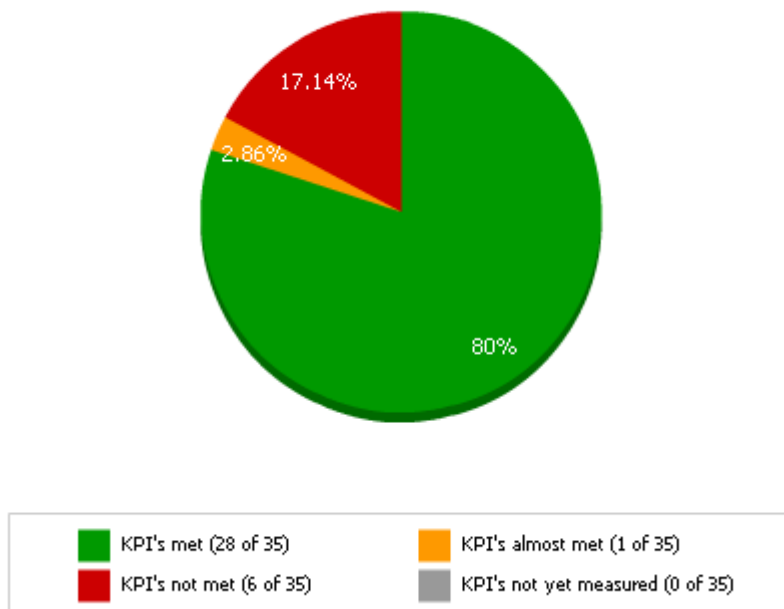Table 60: Main Delivery Agenda 2009/10: Electricity

4.6 ECONOMIC AND SOCIAL DEVELOPMENT AND HOUSING

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Reduce stock (books videos CDs etc) loss	% value of lost books	All	5%	1%
Number of items loaned at libraries as percentage of stock	% per month	All	20%	65%
Number of library exhibitions held	4 Exhibitions per library per year	All	4	4
Investigate the extension of Internet availability at Libraries	2 libraries	All	2	2
ECD groups which visit library	Facilitate ECD Visits	All	12	9
Effective management of properties let	Properties to be filled within 1 month after vacated	All	100%	100%
Disaster Victim support	Support disaster victims within 24 hours	All	100%	100%
Managing informal settlement database	Maintaining accurate database	All	12	12
Integrated sustainable human settlement strategy	Compile ISHSS	All	1	1
Housing waiting list	Update and maintain housing waiting list	All	12	12
Social Development Forum	Establish Social Development Forum	All	1	1
Life skills projects	Life skills projects in all towns	All	100%	100%
Revisit sport forums	Revisit the functioning of sport forums	All	100%	100%
Youth Forum	Establish Youth Forum	All	1	1
Formulate youth development strategy	Strategy developed and approved	All	100%	100%
Finalization of the Youth Policy	Policy finalised and approved	All	100%	100%
Establishment of Local Economic Development Forums	Forum established	All	100%	100%
Economic development capacity	Training in business development	All	20	20

building				
SMME Development	Skills program for SMME	All	7	7
BEE awareness in Tourism	Planning of awareness campaigns	All	2	2
Southern Cape Gateway	Develop tourism strategy	All	1	1
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%
Formulate the Council Strategic Disability Plan	Disability plan approved	All	100%	100%

Table 61: Performance against KPA's: Economic and Social Development and Housing

Legend:
- KPI's met (28 of 35) — green
- KPI's almost met (1 of 35) — orange
- KPI's not met (6 of 35) — red
- KPI's not yet measured (0 of 35) — grey

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target

Key performance indicator	Ward nr/ Area	Target
• Review LED strategy and implementation plan	n/a	May 2010
• LED capacity building, training & mentorship	n/a	20
• Develop relevant policies and Implementation Guidelines for the management of Human Settlements	all	April 2010
• Investigate the extension of Internet availability at Libraries	all	May 2010
• Formulation of Draft Youth Development Policy	n/a	December 2010

Table 62: Main Delivery Agenda 2009/10: Economic and Social Development and Housing
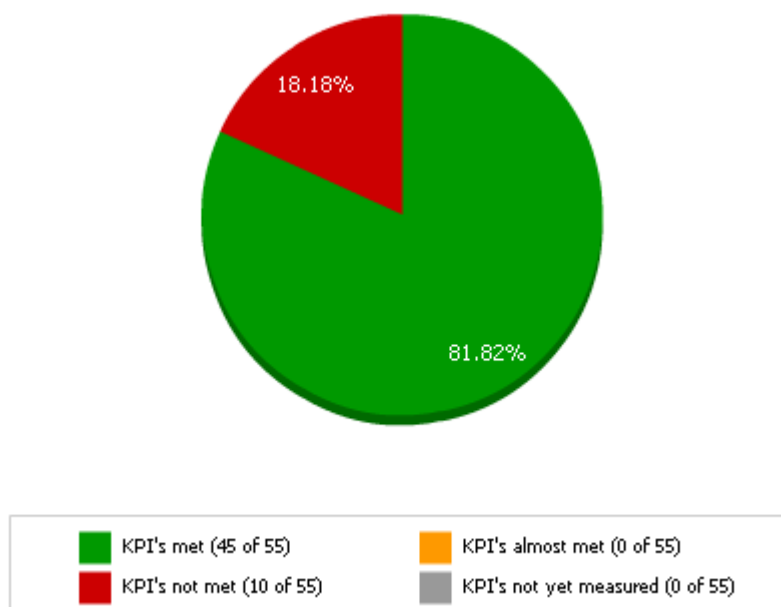

4.7   WATER, SEWER AND SANITATION

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Households receiving cleaning services	Household removals weekly and business 3 x week	All	100%	100%
Sustainable waste management sites	Sites complied with standards	All	90%	90%
Cleaning of roads	Weekly cleaning of roads	All	95%	95%
Cleaning contractors	Monitoring of contractors	All	100%	100%
Complaints management	Address complaints within 24 hours	All	95%	95%
Completion of sewer connections	Percentage completion of sewer connections within 14 days	All	95%	95%
Blocked drains cleared	Percentage blocked drains cleared within 24 hours	All	90%	100%
Outflow water complying with permit values	Percentage outflow water complying with permit values	All	95%	85%
Water connections within 14 days	Percentage completion of water connections within 14 days and informing Finance	All	100%	100%
Repairing water pipe bursts	Percentage water pipe bursts repaired within 24 hours	All	100%	100%
Quality of drinking water Class 1	Bacterial testing	All	90%	0
Quality of drinking water Class 1	3 monthly chemical testing	All	90%	90%
Repair of faulty meters	Repaired within 14 days	All	90%	100%
Submission of Annual Report information within required	Departmental Report submitted by 31 November	All	1	1

timeframe				
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Average lapse between incorporating a document on collaborator date addressed should not exceed 10 working days	% within 10 working days	All	95%	95%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Compilation of asset register	Support and assist with compilation of asset register	All	100%	100%
Effective contract management	Managing of contracts to ensure timeous delivery	All	90%	90%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%

Table 63: Performance against KPA's: Water, Sewer and Sanitation

KPI's met (45 of 55)
KPI's almost met (0 of 55)
KPI's not met (10 of 55)
KPI's not yet measured (0 of 55)

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target

Key performance indicator	Ward nr/ Area	Target
• Sewerage works Phase 2: Stilbaai	1, 3	100
• Relocation of sewerage works: Heidelberg	4	100
• Sewerage provision: Housing: Heidelberg	4	100
• Prep-paid water meters: Riversdale	6 – 8	100
• Replace low pressure mains: Riversdale	6 – 8	100
• Rising main to Platbos: Stilbaai	1, 3	100
• Upgrade of pipeline: Heidelberg/Slangrivier	4	100
• Water provision: Heidelberg	4	100
• Reserve borehole pump: Albertinia	2	100

Table 64: Main Delivery Agenda 2009/10: Water, Sewer and Sanitation
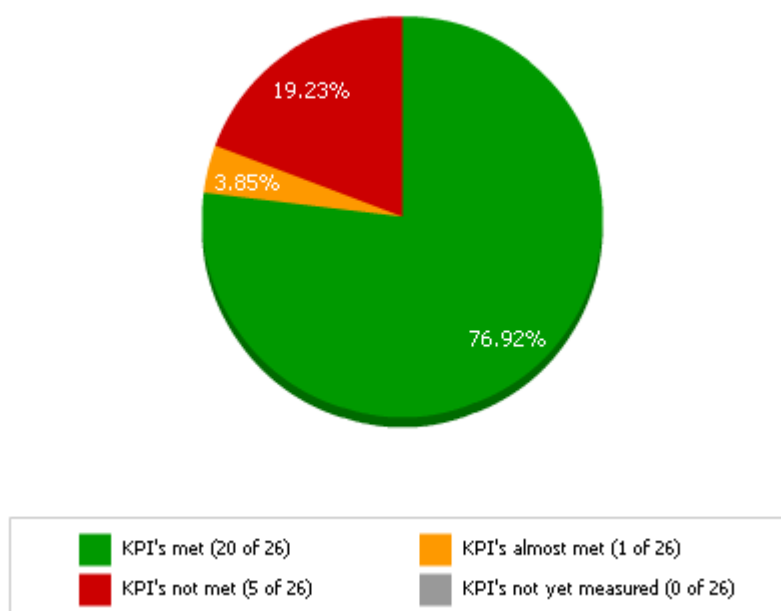
4.8   SAFETY AND SECURITY

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Disaster Management Framework	Compilation and review DMF	All	1	1
Disaster Management Forums	Participation in Eden disaster management forum	All	10	10
Responding to call outs	Percentage of call outs responded to within 15 minutes	All	95%	95%
Fire Prevention inspections and awareness	Number of Fire Prevention inspections and awareness	All	95%	95%
Information or training sessions	Number of information or training sessions	All	40	40
Road Safety Training	Monthly training sessions	All	2	24
Speed Law enforcement	Weekly law enforcement	All	3	36
General Law enforcement	Ongoing law enforcement on all by-laws	All	90%	90%
Roadblocks	Monthly roadblocks	All	2	6
Voorstaandienste	Maandelikse voorstaandienste	All	6	72
Alcohol Testing	Weekly alcohol testing	All	1	12
Maintenance of road markings and traffic signs	Continuous maintenance on road markings and traffic signs	All	90%	90%
Animal control	Ongoing animal control	All	90%	90%
Licensing / Roadworthiness	Daily service availability	All	98%	98%
Licensing / Roadworthiness	Waiting period not to exceed 8 weeks	All	100%	100%
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1

64

Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%

Table 65: Performance against KPA's: Safety and Security

- KPI's met (20 of 26)
- KPI's not met (5 of 26)
- KPI's almost met (1 of 26)
- KPI's not yet measured (0 of 26)

Main Delivery Agenda 2009/10

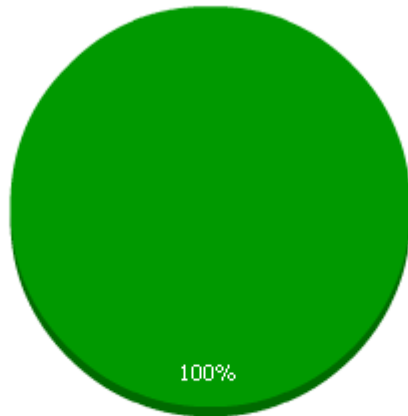| Key performance indicator	Ward nr/ Area	Target
• Implementation of Council resolutions	n/a	100%
• Collection of motor vehicle registration and licensing fees	n/a	20 days per month
• Roadblocks	n/a	2 per month
• Road Safety Training	n/a	2 per month
• Disaster Management Framework (reviewed)	n/a	June 2010

Table 66: Main Delivery Agenda 2009/10: Safety and Security

4.9   LEGAL SERVICES

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Execution of Council Resolutions	Percentage of total relevant Council Resolutions executed within 30 days	All	100%	100%
Updating of Collaborator tasks	Updating of Collaborator tasks allocated with 48 hours	All	100%	100%
Legal Forum meetings	Participation in legal forum meetings - 2/quarter	All	8	12
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Employee Assistance	Support employees with legal matters on ad hoc basis	All	0	1
Hessequa municipal code	Compilation of Hessequa municipal code	All	100%	100%
Municipal Policies	Assessment of municipal policies and alignment	All	100%	100%
Contracts - legal advice	Legal advice provided within 14 days after request received	All	100%	100%
Attending to Incoming requests received	Incoming requests received and attended to within 14 days	All	100%	100%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	100%	100%

Table 67: Performance against KPA's: Legal Services

KPI's met (15 of 15)   KPI's almost met (0 of 15)

KPI's not met (0 of 15)   KPI's not yet measured (0 of 15)

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
• Fine schedules finalised	n/a	June 2010
• Assessment of municipal policies and alignment	n/a	100%
• Execution of Council Resolutions	n/a	100%

Table 68: Main Delivery Agenda 2009/10: Legal Services
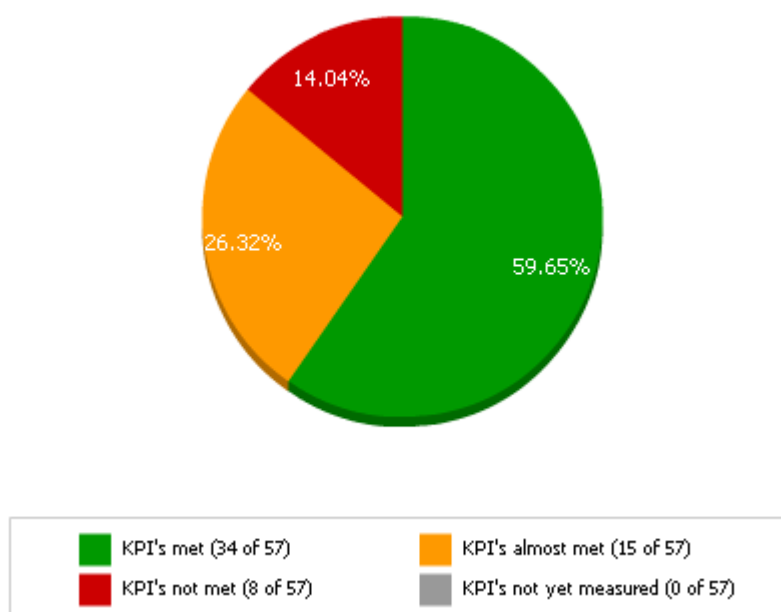
4.10 FINANCIAL SERVICES

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Ensure that all correspondence and enquiries are answered, including delegated tasks	within 10 w days	All	100%	100%
Closing of books and financial Statements	Completed on 31/08/2006	All	100%	100%
Implementing Internal audit reports to audit committee	% of queries implemented on a quarterly basis	All	100%	100%
External Audit Report to Audit Committee	Within 30 days of receipt	All	100%	100%
Management of investment portfolio	Monthly reviews	All	100%	100%
Management of Venus contract and daily back-ups	Monthly liaison	All	95%	80%
Vote virements	Virements recorded on	All	100%	100%

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
	Financial System			
SDBIP reporting to council	Timeously before due date	All	100%	100%
Budget statistics	Update and provide statistics	All	100%	100%
Update asset register (Monthly transactions)	Assets recorded in Asset Register	All	95%	100%
Asset Survey	Assets identified in survey	All	100%	100%
Budget Process plan aligned with IDP processes	Aligned process plan	All	100%	100%
Completion of Draft budgets on 20th of March	Completed on 20/03/2007 according to MFMA procedures	All	100%	100%
Completion of Adjustment Budget	Each year	All	100%	100%
Operational Budget	Monthly & Quarterly Section 71	All	100%	100%
Implementation of Land and Buildings Audit	Completed 10th of month	All	95%	100%
Coordinating the Infrastructure assets Audit	Completed in Jun 09	All	70%	100%
Update Insurance Portfolio	Assets recorded and values updated	All	100%	100%
Timely delivery correct accounts and user friendly accounts	% of timely delivered accounts	All	98%	99%
Debit raising & account prints to be timely finalised as per pre-determined annual schedule	Nr. of days late	All	1	1
Percentage of debtors payments on time	Payment %	All	95%	95%
Auditing of indigent records	Nr. of indigent audited	All	100%	100%
Scrutinize arrear accounts individually to ensure efficiency of debt collector	% arrear accounts checked	All	95%	99%
Actual meters read as percentage of total meters (water and Electricity)	meters read/total meters	All	98%	99%
Ensure that meter readings are done correctly	% queries	All	3%	3%
Report of unregistered or underground meters as % of all meters	nr. faulty meters reported	All	2%	2%
Supplementary Valuation list completely finalised,	Nr. of interim valuations completed	All	2	1

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
including objections and/or appeals				
Meetings with Service Providers: Prepaid suppliers	Nr. Of meetings	All	12	12
Reconciliation of Control Accounts	Monthly Reconciliations	All	100%	100%
Reporting to NT and PT according to MFMA & DORA	Timeously Monthly / Quarterly	All	100%	100%
Bank Reconciliation	Completed 10th of month	All	100%	100%
Invoices paid on time and Discount fully utilized	30 days from date of invoice/statement	All	90%	100%
Salaries and Wages paid on time	Due date every month	All	98%	100%
Third-party payments paid on time	Before month end	All	95%	100%
Balancing of register with control accounts	within 5 working days after month end	All	95%	100%
Budget for salaries and wages	Finished by 30 November	All	100%	100%
Stock take	Monthly & Quarterly	All	100%	100%
Reconciliation of control votes and suspense accounts	within 5 working days after month end	All	100%	100%
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Update of collaborator tasks within 72 hours	Within 10 working days of receipt by Head of Finance	All	95%	85%
Collaborator SCM implemented and functioning effectively	yes/no	All	100%	100%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
SCM Unit fully established as per organogram and functional	% functional	All	95%	100%
SCM policy reviewed	% reviewed	All	95%	100%
Annual Database registration invitation done	yes/no	All	100%	100%
Database available on Internal Network	yes/no	All	100%	100%
Database updated	4 updates done	All	100%	100%

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
quarterly				
SCM procedure updated	yes/no	All	100%	100%
Effective Bid Committee System in place	yes/no	All	100%	100%
All SCM reporting requirements met	% through year	All	98%	100%
SCM delegations in place throughout the year	yes/no	All	100%	100%
Bid evaluation and adjudication - No errors	% without errors	All	98%	100%
Generic bid documents, including CIBD, revised and available	yes/no	All	100%	100%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%

Table 69: Performance against KPA's: Financial Services

KPI's met (34 of 57)
KPI's almost met (15 of 57)
KPI's not met (8 of 57)
KPI's not yet measured (0 of 57)

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
Update the GRAP compliant Fixed Asset register	All	June2010
Conversion of Financial Statements from IMFO standards to GRAP/Gamap	All	June 2010
Debtor Data cleansing	All	April 2010

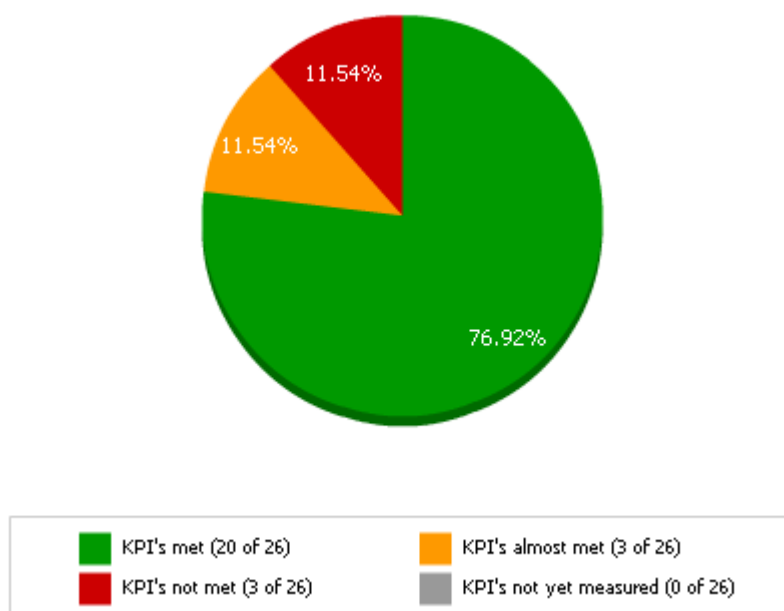Table 70: Main Delivery Agenda 2009/10: Financial Services

4.11 PLANNING

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
New Integrated zoning scheme	new scheme approved at end December 2009	All	50%	0
Amount of church applications be approved	% of church rezonings approved	All	100%	60%
Approval of building plans	Percentage building plans approved/processed within 30 days	All	90%	90%
Site inspections	Site inspections on all building sites	All	100%	100%
Policing of illegal building activities	Percentage of illegal activities identified addressed	All	70%	70%
Clearance certification	Clearance certification processed within 30 days	All	100%	100%
Updating of Cadastral maps	Updating of Cadastral maps every quarter	All	4	4
Updating of zoning maps	Updating of zoning maps every quarter	All	4	4
Maintenance of land use database	Applications recorded on database	All	100%	100%
Processing of land use applications	Percentage land use applications processed within 90 days	All	90%	90%
Land use management	Processing of applications within 2 weeks	All	100%	100%
Issuing of zoning certificates	Percentage zoning certificates issued within 10 working days	All	95%	95%
SDF Review	Annual review of SDF	All	100%	100%
Municipal land development	Percentage of targeted land developed	All	80%	80%
Programmes and conferences	Participation at schools programs % other conferences	All	70%	70%
River control & maintenance	River control, issuing of information booklet and ongoing jetty maintenance	All	95%	95%
Animal control	Support to Hessequa Animal welfare and wildlife rescue	All	70%	70%
Environmental capacity building and other projects	Completion of Slangrivier, Kawnokuthula and	All	80%	80%

	other 2007/8 initiatives			
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%

Table 71: Performance against KPA's: Planning

KPI's met (20 of 26) KPI's almost met (3 of 26)
KPI's not met (3 of 26) KPI's not yet measured (0 of 26)

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
• Departmental Management	1 – 8	100
• Effective Building control	1 – 8	100
• Sustainable Environmental Management Practises	1 – 8	100
• Organisational and Financial Management	1 – 8	100
• Integrated Town planning	1 – 8	100

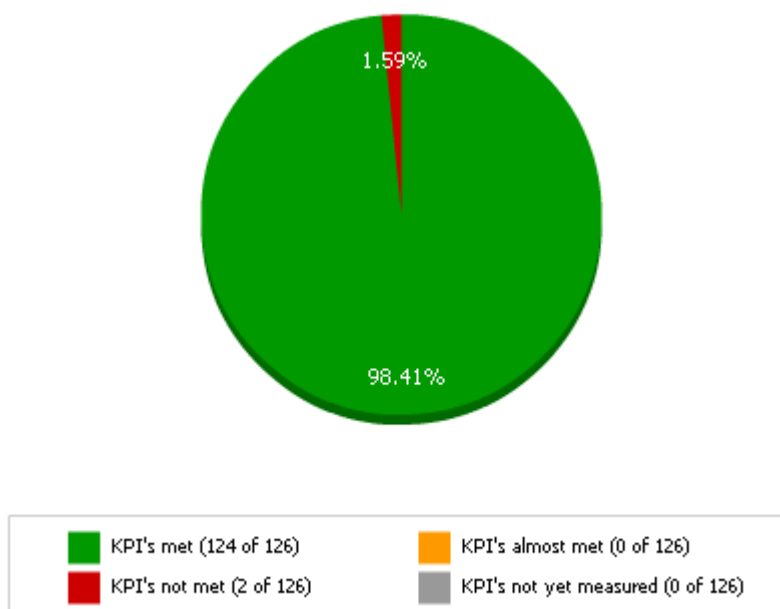Table 72: Main Delivery Agenda 2009/10: Planning

4.12   STREETS, STORMWATER, PARKS AND RESORTS

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target
Review of agreements with sport organizations	All agreements reviewed	All	100%	100%
Maintenance of municipal buildings	Ongoing maintenance	All	70%	70%
Maintenance of resorts	Drafting of maintenance plan and implementation	All	90%	90%
Administration of parks	No of double bookings per holiday	All	15	15
Visitor satisfaction	No of written complaints regarding poor administration / infrastructure	All	40	10
Maintenance of parking areas & sidewalks	Ongoing maintenance	All	80%	80%
Maintenance program	Drafting of maintenance program	All	1	1
Execution of maintenance program	Execution of park maintenance program	All	100%	100%
Liaise with Eden DM to conduct a storm water network audit	Complete and implement audit	All	100%	100%
Access to storm water at new developments	Percentage access to storm water at new developments	All	100%	100%
Percentage of potholes repaired within 30 days of notification	Address potholes that came to attention within 30 days	All	70%	70%
Availing of graves	Availing of graves on weekly basis	All	100%	100%
Maintenance of cemeteries	Compile maintenance plan	All	1	1
Maintenance of cemeteries	Address key maintenance activities	All	80%	80%
Maintenance of swimming pools	Maintenance of swimming pools in winter months	All	100%	100%
Availability of facilities & life savers	Availability of facilities & life savers in summer months	All	95%	95%
Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Liaison with Leadership	Meetings with management team	All	80%	80%

	per month			
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%

Table 73: Performance against KPA's: Streets, Stormwater, Parks and Resorts

Legend:
- KPI's met (124 of 126) — green
- KPI's almost met (0 of 126) — orange
- KPI's not met (2 of 126) — red
- KPI's not yet measured (0 of 126) — grey

Pie chart: 98.41% / 1.59%

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
Capital Projects	1-8	100
Operational Performance	1-8	100
Annual Report	1-8	1
Departmental Management	1-8	100
Maintenance of Infrastructure	1-8	100
Assignments from MM	1-8	100

Table 74: Main Delivery Agenda 2009/10: Streets, Storm water, Parks and Resorts
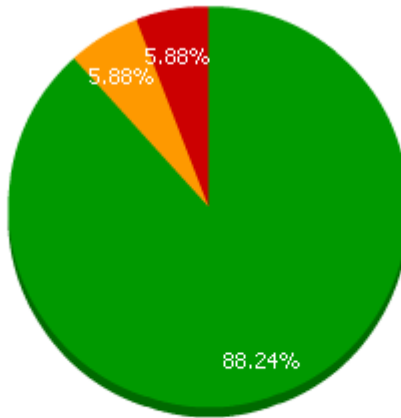
4.13   Human Resources

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target

74

Submission of Annual Report information within required timeframe	Departmental Report submitted by 31 November	All	1	1
Management of audit queries	No of audit queries completed within 30 days	All	100%	100%
Liaison with Leadership	Meetings with management team per month	All	80%	80%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	100%
Administration of appointments	Appointments made within two months after advertising	All	100%	100%
Management of staff queries	Addressing staff queries within 48 hours	All	100%	100%
Staff record system	Develop and implement staff record system	All	50%	50%
Organogram	Review and update organogram	All	1	1
Preparation of WSP	WSP updated and implemented	All	80%	80%
Annual EEP	Compile and submit EEP	All	1	1
Audit of personnel records	Audit and update personnel records	All	12	12
Maintaining LLF	Participate in Monthly LLF forums	All	12	12
Internship programme	Facilitate the implementation of the internship programme	All	1	1
Implementing assignments from municipal manager	Assignment implemented within required timeframes	All	100%	100%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	0%
Development of diversity program	Development of diversity program in partnership with Eden	All	1	1

Table 75: Performance against KPA's: Human Resources

Legend:
- KPI's met (15 of 17)
- KPI's almost met (1 of 17)
- KPI's not met (1 of 17)
- KPI's not yet measured (0 of 17)

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
• Effective functioning of the Local Labour Forum as per collective agreement	n/a	95%
• Disciplinary actions to be completed within 40 days	n/a	95%
• Review of employment equity plan	n/a	100%

Table 76: Main Delivery Agenda 2009/10: Human Resources

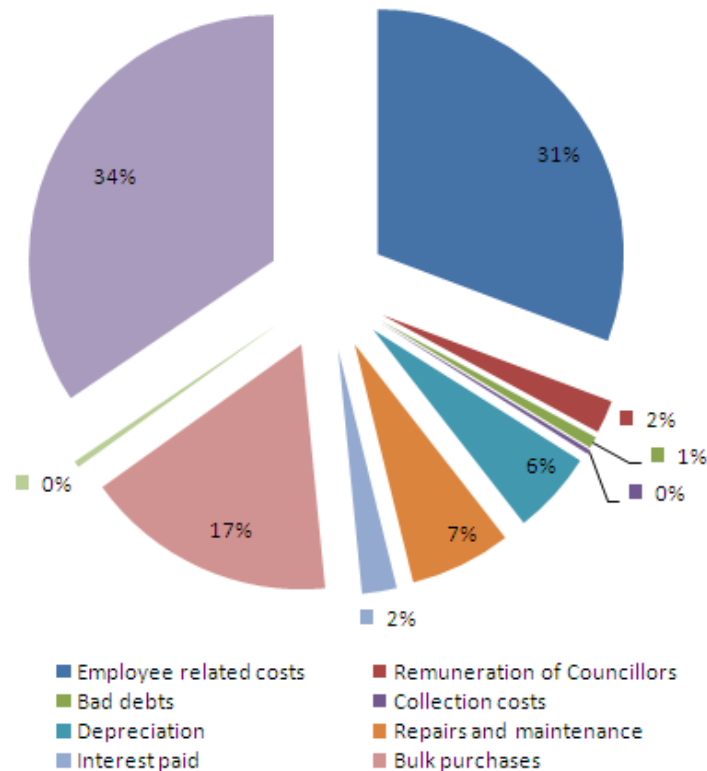# CHAPTER 5: FINANCIAL PERFORMANCE

5.1   Operating results

Summary of performance against budgets

Year	Revenue				Operating expenditure			
	Budget R'000	**Actual** R'000	**Diff.** R'000	**%**	**Budget** R'000	**Actual** R'000	**Diff.** R'000	**%**
07/08	169 595	276 072	106 477	63	142 563	128 925	13 638	10
08/09	225 127	217 389	(7 738)	(3)	182 096	166 321	15 775	9

Table 77: Performance against budgets

The revenue under recovery for 2008/09 was due to the various anticipated revenue sources that did not realize as a result of the economic climate. The saving on operational expenditure was mostly due to vacant positions that were not filled during the financial year

Total operating expenditure 2008/09

Legend:
- Employee related costs
- Remuneration of Councillors
- Bad debts
- Collection costs
- Depreciation
- Repairs and maintenance
- Interest paid
- Bulk purchases

Total revenue 2008/09

- Property Rates
- Rental
- Interest earned (debtors)
- Licences and permits
- Government grants and subsidies
- Service Charges
- Interest earned (external)
- Fines
- Agency services
- Public Contributions & Donations
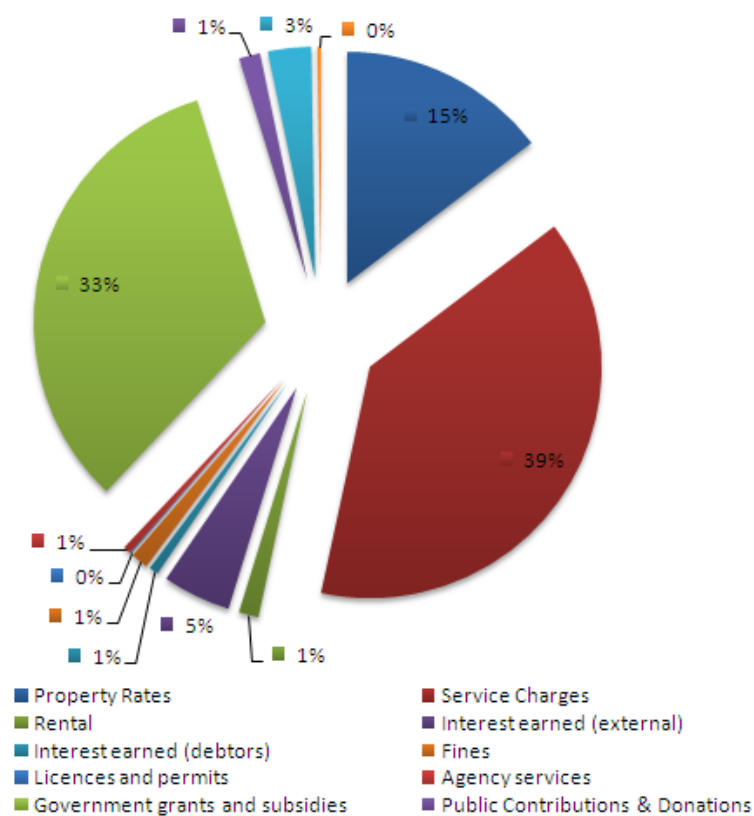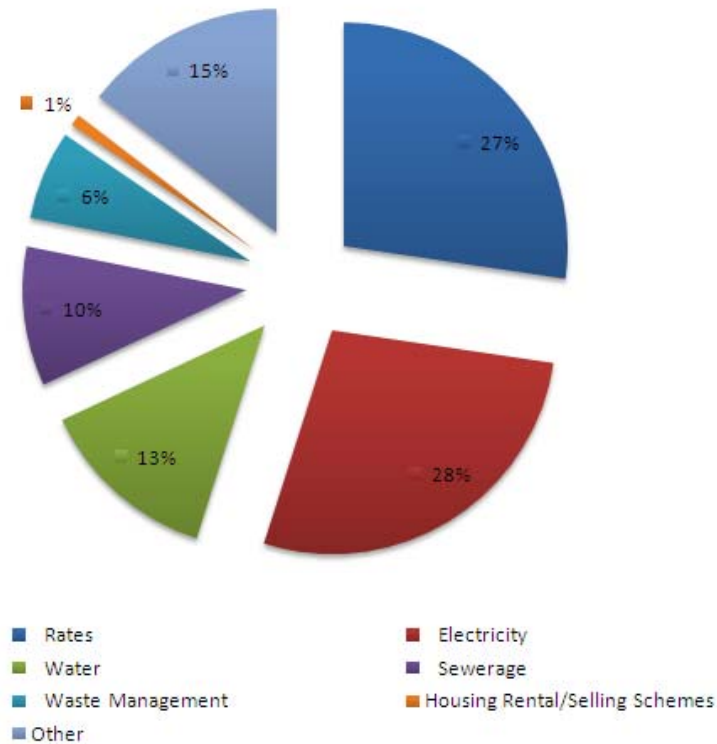
5.2   Outstanding debtors

Gross outstanding debtors per service and total debtor age analysis as at 30 June 2009

Financial year	Rates	Electri-city	Water	Sewe-rage	Waste Mana-gement	Housing rentals	Other	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2007/08	4 808	3 480	2 791	2 396	1 554	78	3 517	18 624
2008/09	4 538	4 583	2 176	1 673	1 067	141	2 425	16 603
Difference	(270)	1 103	(615)	(723)	(487)	63	(1 092)	(2 021)
% growth year on year	(6)	32	22	(30)	(31)	81	(31)	(11)

Table 78: Gross outstanding debtors per service

Note: Figures exclude provision for bad debt

Gross outstanding debtors

Legend:
- Rates
- Water
- Waste Management
- Other
- Electricity
- Sewerage
- Housing Rental/Selling Schemes

Total debtors age analysis

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000	R'000	R'000	R'000	R'000
2007/08	8 425	1 222	724	8 253	18 624
2008/09	6 814	1 944	758	7 087	16 603
Difference	(1,611)	722	34	(1,166)	(2,021)
% growth year on year	(19)	59	5	(14)	(11)

Table 79: Total debtor age analysis

The decrease in consumer debtors from 2007/08 to 2008/09 was due to strict credit control measurements. Bad debts to the amount of R6 251 242 was written off during the financial year (2007/2008 R7 275 341).

5.3   Viability indicators

Level of reliance on grants and subsidies

Financial year	Total grants and subsidies received (R'000)	Total Operating Revenue (R'000)	Percentage (%)

2006/07	33 612	144 025	23
2007/08	36 659	276 072	13
2008/09	72 267	217 389	33

Table 80: Reliance on grants

The municipality received more grants for the past two financial years to assist them with additional capital costs due to flood damage. The total grants and subsidies received include the municipality's equitable share allocation of R14 776 million from the national government, which is mainly utilized to finance free basic services and the indigent policy. For more details regarding grants and subsidies received, please refer to notes 25, 26 and Appendix F in the financial statements.

Liquidity ratio

Financial year	Net current assets (R'000)	Net current liabilities (R'000)	Ratio
2006/07	106 405	60 940	1.7:1
2007/08	91 128	56 468	1.6:1
2008/09	**124 509**	**78 526**	1.6:1

Table 81: Liquidity ratio

This ratio indicates that the municipality is in a favorable position to meet our short term liabilities.

5.4   Audit Outcomes

Year	2005/06	2006/07	2007/08	2008/09
Status	Qualified	Qualified	Qualified	**Unqualified**

Table 82: Audit Outcomes

Details on 2007/08 Audit Outcomes

| Issue raised	Corrective step implemented
Non-compliance with regulatory requirements related to performance information included:	
• Non existence of a performance audit committee	A performance management audit committee was established during 2009/2010
• Internal audit did not audit the results of performance as part of their internal audit processes	Internal Audit received information pertaining to performance only in June 2009.

Table 83: Details on 2007/08 Audit Outcomes

5.5 Equitable Share vs. Total Revenue

Description of revenue	Amount received 2006/07	Amount received 2007/08	Amount received 2008/09
Equitable share	9 450	11 249	14 776
Capital grants	3 947	19 298	28 844
Operating grants	3 964	5 140	24 509
Own revenue	126 664	156 839	149 260
Total revenue	144 025	192 526	217 389

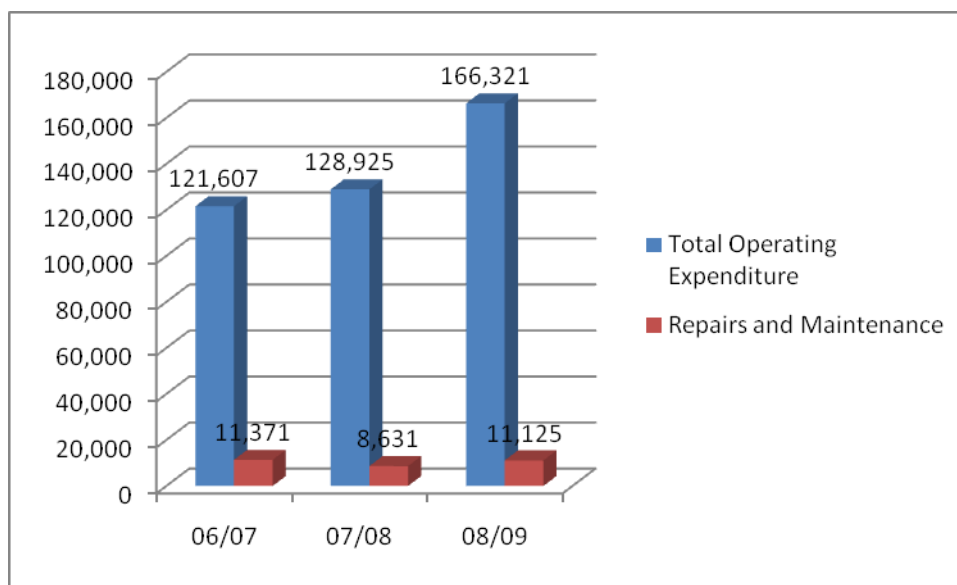Table 84: Equitable Share vs. Total Revenue

Equitable Share vs. Total Revenue
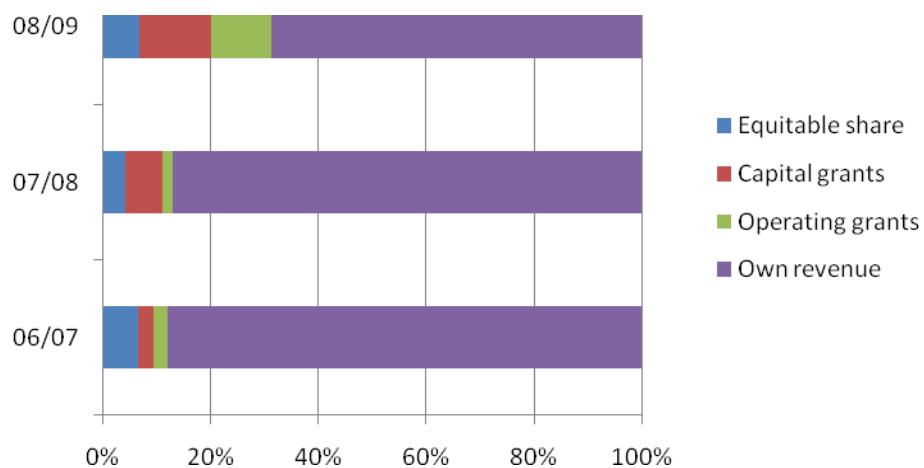
5.6 Repairs and maintenance as percentage of OPEX

	2006/07	2007/08	2008/09
Total Operating Expenditure	121 607	128 925	166 321
Repairs and Maintenance	11 371	8 631	11 125
% of total OPEX	9.35	6.7	6.7

Table 85: Repairs and maintenance as percentage of OPEX

Repairs and maintenance vs. OPEX

81

5.7 Capital funded by source

Description Source	2005/06	2006/07	2007/08	2008/09
External loans	0	10 000	0	9 478
Grants and subsidies	3 407	3 967	19 298	28 844
Public contributions and donations	0	0	1 167	3 205
Own funding	14 807	6 712	23 890	10 561
Other	0	0	0	0
Total capital expenditure	18 214	20 679	44 355	52 088

Table 86: Capital funded by source

Capital funded by source

Legend:
- External loans
- Grants and subsidies
- Public contributions and donations
- Own funding
- Other
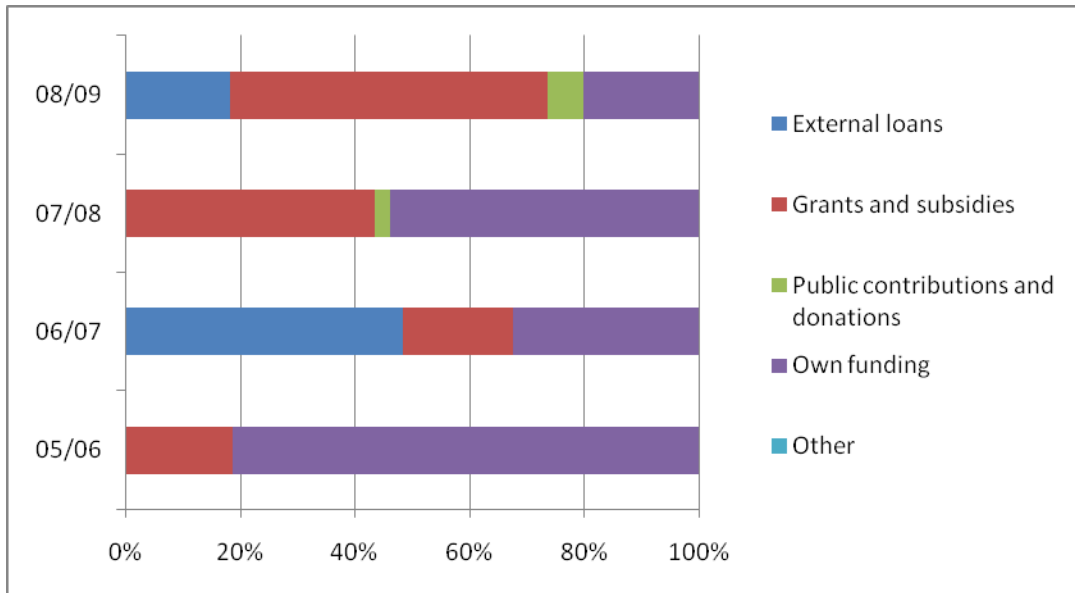
Annexure 1	INTERNAL AUDIT REPORT
Annexure 2	FINANCIAL STATEMENTS
Annexure 3	AUDITOR GENERAL AUDIT REPORT